



Communication Strategy

Sydney Gateway Road Project

Prepared by John Holland Seymour Whyte Joint Venture

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1 Introduction

1.1 Context

This Communication Strategy (CS) describes how the John Holland Seymour Whyte Joint Venture (JHSWJV) will manage the delivery of community and stakeholder involvement through the design, construction and completion of the Sydney Gateway Road Project (the Project).

The CS describes JWSW's approach to interaction with all relevant stakeholders, businesses and the community relating to the design and construction of the Project. This CS has been prepared to address the requirements of the NSW Planning Minister's Conditions of Approval (CoA) for Critical State Significant Infrastructure (CSSI) SSI-9737, Part B, and other relevant CoA as shown in Table 1 and Appendix A. It also addresses the Sydney Gateway Road Project Environmental Impact Statement (EIS)/Major Development Plan (MDP) assessment report outcomes, the Australian Government approval requirements, the requirements of Infrastructure Sustainability Council of Australia (ISCA) IS Technical Manual V1.2, and all applicable guidance and legislation.

This CS will be submitted to the Planning Secretary for approval no later than one month before commencement of any work (CoA B3). Work for the purposes of Critical State Significant Infrastructure (CSSI) must not commence until the CS has been approved by the Planning Secretary.

This CS will be implemented for the duration of the works and for 12 months following the completion of the construction.

1.2 Purpose and scope

JHSWJV is committed to engaging with all stakeholders, businesses and the community throughout the design and construction of the Project. Our approach is ensuring the appropriate level and method of communication and consultation is implemented to address issues and mitigate risks, and continuously seek engagement opportunities. The Community Relations Team (CRT) will work closely with both the Transport for NSW (Transport) Communication and Stakeholder Engagement Team and JHSWJV Interface Management Team.

The CS identifies all community and stakeholder risks associated with our proposed construction program and demonstrates how proactive communication and engagement activities can mitigate them and minimise impacts to our community and business stakeholders.

The CS outlines the objectives and aims, benefits and a brief description of the Project, communication policies and procedures, risk management, communication tools, enquiries and complaints, communication risk strategy and monitoring and evaluation.

1.3 Objectives and aims

The overarching objectives of the CS are to:

- Provide an organised and consistent approach to stakeholder and community relations for all activities throughout the work and build on Transport consultation.
- Facilitate communication between the JHSWJV communication team, stakeholders, businesses and the community including Sydney Airport, councils,

government authorities, adjoining affected landowners, and the travelling public directly impacted by Sydney Gateway Road Project.

- Inform the community and stakeholders of activities including the objectives, benefits, timing/duration, potential impacts and outcomes.
- Establish and maintain relationships with stakeholders, businesses and the community to address their issues and concerns and determine where input can be adopted to ease impacts.
- Ensure communication protocols established or required by stakeholders such as Sydney Airport are implemented and maintained.
- Provide work notifications to minimise impacts and disruption to our stakeholders, businesses and the community through timely, accurate and relevant information.
- Manage expectations through clear communication in advance of work.
- Meet the requirements of the Planning Approval and other project permits and licences.
- Ensure information is accessible by providing in plain English and other languages, as required.
- Clearly communicate how construction impacts will be managed and mitigated or avoided.
- Evaluate stakeholder, business and community risks, and determine the level of engagement to mitigate the risks.
- Involve and collaborate with identified stakeholder groups in the development of mitigation alternatives that are relevant to the issues and minimise disruption, where feasible and reasonable.
- Provide mechanisms and procedures to ensure compliance with the community relations requirements of the Planning Approval for the Project.
- Align consultation and communication to the design and construction (D&C) program.

The CS will meet the following aims:

- Meet the reasonable needs and desires of the community, stakeholders and businesses for information, communication and involvement.
- Detail communication and engagement activities to be undertaken to provide stakeholders, businesses, local residents and the broader community with the opportunity for involvement in the consultation processes.
- Ensure members of the community have access to appropriate information.
- Implement a range of communication, engagement and consultation tools and procedures to fulfil the communication and community engagement obligations of the JHSWJV.
- Ensure all JHSWJV team members are aware of the requirement to follow procedures and processes as outlined in Section 9.7.

1.4 Project description

The Project is located about eight kilometres south of the Sydney Central Business District, in the suburbs of Tempe, St Peters and Mascot. It sits within the boundaries of the Inner West, City of Sydney and Bayside local government areas.

The key features of the Project are illustrated in Figure 1 which include:

- Road links to provide access between the Sydney motorway network and Sydney Airport's terminals, consisting of the following components:

- St Peters interchange connection – a new elevated section of road extending from St Peters interchange to the Botany Rail Line, including an overpass over Canal Road.
- Terminal 1 connection – a new section of road connecting Terminal 1 with the St Peters interchange connection, including a bridge over Alexandra Canal and an overpass over the Botany Rail Line.
- Qantas Drive upgrade and extension – widening and upgrading Qantas Drive to connect Terminals 2/3 with the St Peters interchange connection, including a high-level bridge over Alexandra Canal.
- Terminal links – two new sections of road connecting Terminal 1 and Terminals 2/3, including a bridge over Alexandra Canal.
- Terminals 2/3 access – a new elevated viaduct and overpass connecting Terminals 2/3 with the upgraded Qantas Drive.
- Road links to provide access to Sydney Airport land:
 - A new section of road and an overpass connecting Sydney Airport's northern lands on either side of the Botany Rail line (the northern lands access)
 - A new section of road, including a signalised intersection with the Terminal 1 connection and a bridge, connecting Sydney Airport's existing and proposed freight facilities on either side of Alexandra Canal (the freight terminal access)
- An active transport link, about 3.0 kilometres long and located along the western side of Alexandra Canal, to provide a new link to the domestic terminal and maintain connections between Sydney Airport, Mascot and the Sydney central business district
- Intersection upgrades and/or modifications
- Construction of operational ancillary infrastructure including maintenance bays, new and upgraded drainage infrastructure, signage and lighting, retaining walls, noise barriers, flood mitigation basin, emplacement mounds, utility works and landscaping.

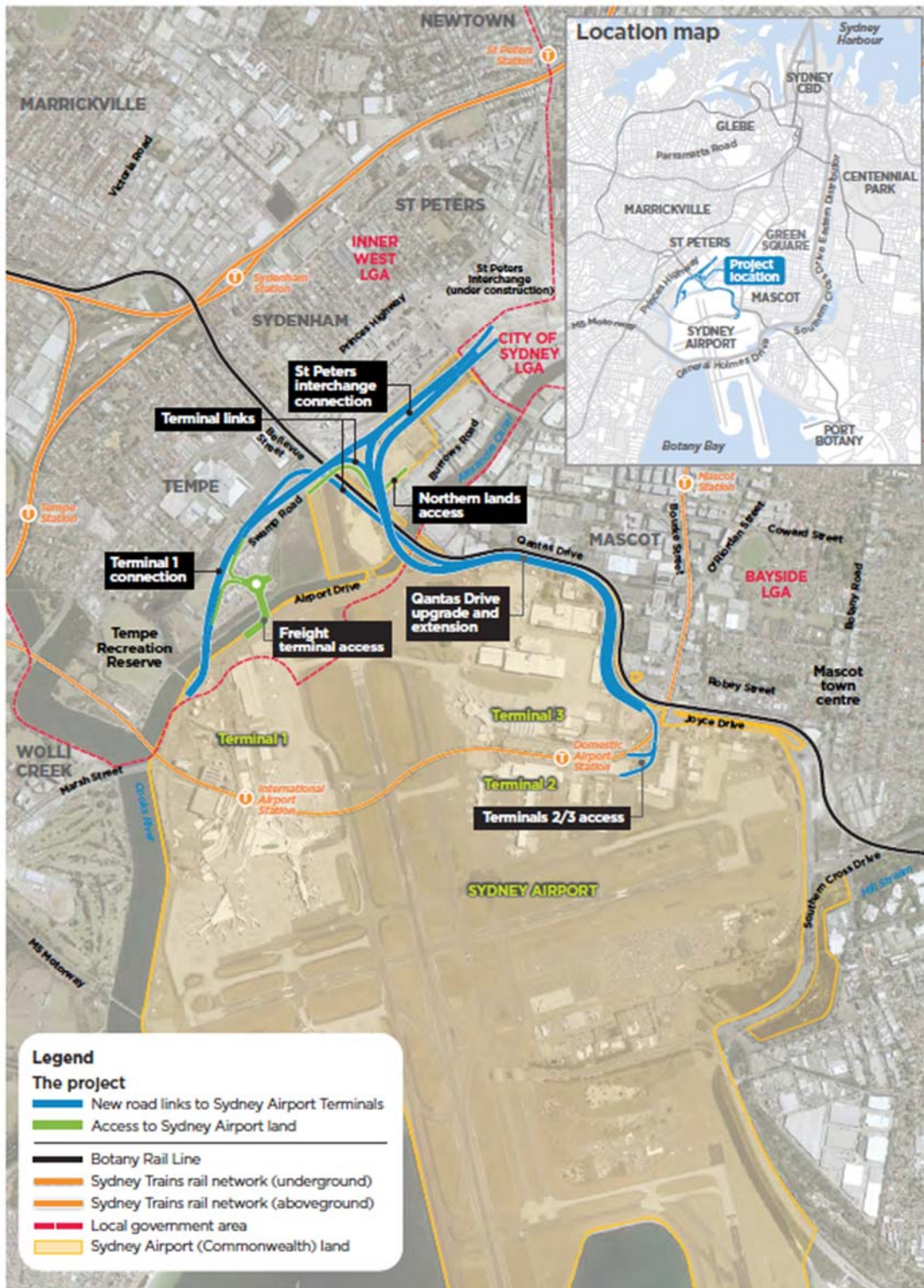


Figure 1: Project location from the Environmental Impact Statement / Preliminary Draft Major Development Plan November 2019 (Chapter 1 – Introduction)

1.5 Project benefits

Sydney Gateway Road Project will help improve travel times and reliability for commuters, visitors and freight. The long-term benefits for the community, businesses and freight include:

- An alternative route to Port Botany for heavy vehicles, reducing travel times, congestion, and reducing traffic on local streets.

- Create opportunities for Australian businesses as the project will generate about \$2.2 billion for businesses supplying goods and services to the project.
- The Project will deliver jobs, training and opportunities for local businesses through the infrastructure Skills Legacy Program and the Aboriginal Participation in Construction Policy.
- Provide a new route for around 10,000 trucks a day and travel time savings for all logistics businesses based in western NSW who will use the new roads.
- Improved pedestrian and cycling pathways in the precinct with close to 3km of new and upgraded paths.

1.6 Previous Stakeholder Engagement

The NSW Government announced the Project in September 2018 and carried out engagement with the community and key stakeholder.

The purpose was to raise awareness of the Project, understand community and stakeholder questions and concerns and obtain feedback to help shape the design of the Project and the environmental assessment.

Engagement and communication with key stakeholders continued outside of the formal periods to provide ongoing opportunities for dialogue.

The engagement focused on four stakeholder groups:

- Government organisations
- Directly impacted landowners / leaseholders
- Peak bodies, local businesses and interest groups
- General public/local community.

Issues raised were grouped into seven categories – environment, traffic and road safety, shared cycle and pedestrian pathways (active transport), parking, property and access, freight industry, and public transport.

Feedback helped shape the design and planning for the Project and enabled the development of a new proposed shared cycle and pedestrian pathway and a temporary dog park in Tempe for the construction period.

Consultation was continued with the combined public exhibition of the Environmental Impact Statement (EIS) and preliminary draft Major Development Plan (MDP).

1.7 Documents referenced

Documents referenced for this strategy include:

- NSW Planning Infrastructure approval issued for Sydney Gateway Road Project (Critical State Significant Infrastructure (CSSI))
- Environmental Impact Statement (EIS)/ Major Development Plan (MDP)
- Response to Submissions Assessment Report (NSW)
- *Privacy and Personal Information Protection Act 1998* (NSW)
- *NSW Government Advertising Act 2011*
- NSW Government Brand Guidelines
- Transport for NSW Stakeholder and Engagement Policy (2018)
- Transport for NSW editorial and writing style guide
- Communication templates (as supplied by Transport)
- Social Media Policy Management Policy

- Infrastructure Project Signage Policy
- Corporate communications and engagement framework.

Other documents that apply to this Strategy include:

- Transport for NSW - Unreasonable Conduct by Complainants Policy 2015
- NSW Ombudsman - Managing Unreasonable Complainant Conduct Practice Manual 2012.

2 Project Requirements

2.1 Ministers Conditions of Approval

The table below outlines the Conditions of Approval (CoA) requirements specific to the communication obligations for the Project's (CoA's B1-B12). For all other CoA requirements and JHSWJV response within this CS refer to Appendix A of this document.

Table 1: Conditions of Approval compliance reference table

Reference	Community and stakeholder obligation	CS reference
B1	A Communication Strategy must be prepared to provide mechanisms to facilitate communication about construction and operation of the CSSI with:	This document
	(a) the community (including adjoining affected landowners and businesses, and others directly impacted by the CSSI), and	Section 3 Table 3
	(b) the relevant councils and EPA, EESG, NSW Health, Heritage Council, DPIE Water, Sydney Water, ARTC and Pipeline Operators, as applicable.	Section 3 Table 3
	The Communication Strategy must address who (the Proponent, Independent Appointments and/or construction contractor) will engage with the community, relevant council and agencies, how they will engage and the timing of engagements.	Section 6 Table 7
B2	The Communication Strategy must:	
(a)	identify people, organisations, councils and agencies to be consulted during the design and work phases;	Section 3
(b)	include details of the community demographics;	Section 4
(c)	set out procedures and mechanisms for the regular distribution of accessible information, including to LOTE and CALD and vulnerable communities about or relevant to the CSSI;	Section 3 Table 7
(d)	identify opportunities for education with the community about construction sites;	Table 7
(e)	detail measures for advising the community in advance of upcoming utility Work including the schedule for out-of-hours Work as required in Condition E19;	Table 7
(f)	provide for the formation of issues or location-based community forums to focus on key environmental management issues of concern to the relevant communities for the CSSI; and	Section 3 Section 5 Table 7
(g)	set out procedures and mechanisms:	Section 7 Section 8
(g) (i)	through which the community can discuss or provide feedback to the Proponent 24 hours a day, seven days a week;	Section 6 Table 7
(g) (ii)	Through which the Proponent will respond to enquiries or feedback from the community; and	Section 8

Reference	Community and stakeholder obligation	CS reference
(g) (iii)	To resolve any issues and mediate any disputes that may arise in relation to the environmental management and delivery of the CSSI, including disputes regarding rectification or compensation.	Section 8 Appendix B
B3	The Communication Strategy must be submitted to the Planning Secretary for approval no later than one month before commencement of any work.	Section 1
B4	Work for the purposes of the CSSI must not commence until the Communication Strategy has been approved by the Planning Secretary.	Section 1
B5	For the purposes of Conditions B3 and B4, work does not include survey, geotechnical and contamination investigations. The Proponent must provide at least five (5) days notification of survey, geotechnical and contamination investigations to residents and business within 500 metres of the subject activity.	Table 7
B6	The Communication Strategy, as approved by the Planning Secretary, must be implemented for the duration of work and for 12 months following the completion of construction.	Section 1
B7	A Complaints Management System must be prepared and implemented before the commencement of any work and maintained for the duration of construction and for a minimum for 12 months following the completion of construction.	Section 8
B8	The following information must be available to facilitate community enquiries and manage complaints one (1) month before the commencement of work and for 12 months following the completion of construction.	Section 8
(a)	A 24-hour telephone number for the registration of complaints and enquiries about the CSSI;	Section 8
(b)	A postal address to which written complaints and enquiries may be sent;	Section 6.5 Table 7
(c)	An email address to which electronic complaints and enquiries may be transmitted; and	Section 6.5 Table 7
(d)	A mediation system for complaints unable to be resolved.	Section 8 Appendix B
	This information must be accessible to all in the community regardless of age, ethnicity, disability or literacy level.	Section 3
B9	The telephone number, postal address and email address required under Condition B8 of this approval must be made available on-site boundary fencing / hoarding at each construction site and ancillary facility before the commencement of construction. The information must also be provided on the website required under Condition B12 of this approval.	Section 6.5 Table 5
B10	A Complaints Register must be maintained recording information on all complaints received about the CSSI during the carrying out of any Work and for a	Section 8

Reference	Community and stakeholder obligation	CS reference
	<p>minimum of 12 months following the completion of construction. The Complaints Register must record the:</p> <ul style="list-style-type: none"> (a) Number of complaints received (b) The date and time of the complaint (c) The method by which the complaint was made (d) Any personal details of the complainant which were provided by the complainant or, if no such details were provided, a note to that affect (e) Nature of the complaint (f) Means by which the complainant was addressed and whether resolution was reached, with or without mediation; and (g) If no action was taken, the reason(s) why no action was taken 	
B11	The Complaints Register must be provided to the Planning Secretary upon request, within the timeframe stated in the request.	Section 10
PROVISION OF ELECTRONIC INFORMATION		
B12	A website or webpage providing information in relation to the CSSI must be established before commencement of work and maintained for the duration of construction, and for a minimum of 24 months following completion of construction. The following up-to-date information (excluding confidential, private, commercial information or any other information that the Planning Secretary has approved to be excluded) must be published and maintained on the website or dedicated pages including:	Section 7
(a)	Information on the current implementation status of the CSSI;	Section 7
(b)	A copy of the documents in Condition A1 of this approval, and any other documentation relating to any modifications made to the CSSI or the terms of this approval;	Section 7
(c)	A copy of this approval in its original form, a current consolidated copy of this approval (that is, including any approved modifications to its terms), and copies of any approval granted by the Minister to a modification of the terms of this approval;	Section 7
(d)	A copy of each statutory approval, licence or permits required and obtained in relation to the CSSI;	Section 7
(e)	A current copy of the final version of each document required under the terms of this approval; and	Section 7
(f)	A copy of the audit reports required under Condition A29 of this approval.	Section 10
	Where the information / document relates to a particular work or is required to be implemented, it must be published before the commencement of the	Section 7

Reference	Community and stakeholder obligation	CS reference
	relevant work to which it relates or before its implementation.	
E19 - Out-of-Hours Works - Community Consultation on Respite	<p>In order to undertake work outside hours specified in Condition E14, the Proponent must identify appropriate respite periods for out-of-hours work in consultation with the community likely to exceed the NML and vibration criteria in Condition E23 (a) and (b) at each affected location on at least a three (3) monthly basis. This consultation must include (but not be limited to) providing the community with:</p> <ul style="list-style-type: none"> • A schedule of likely out-of-hours work for a period of no less than three (3) months 	Section 7 Table 7
	<ul style="list-style-type: none"> • A description of the potential work, location and duration • The noise characteristics and likely noise levels of the work • Likely mitigation and management measures to be implemented 	
	The outcomes of the community consultation, the identified respite periods and the scheduling of the likely out-of-hour Work must be provided to the EPA, ER and Planning Secretary for information within two (2) weeks of undertaking the community consultation.	Section 5 Table 5

2.2 Infrastructure Sustainability Council of Australia (ISCA) Criteria

In addition to the above requirements, this strategy has been prepared with consideration of the following ISCA criteria and benchmarks:

Table 2 – ISCA Criteria

Credit	Name of Credit	Benchmark
Sta-1	Stakeholder Engagement Strategy	<ul style="list-style-type: none"> • The strategy is implemented, and formal monitoring, evaluation and corrective action is undertaken
Sta-2	Level of Engagement	<ul style="list-style-type: none"> • Negotiable issues are identified and the level of participation on these issues is at least 'collaborate' or higher on the IAP2 spectrum • Stakeholders are informed about non-negotiable issues
Sta-3	Effective Communication	<ul style="list-style-type: none"> • The community has been provided with information in a timely manner, was objective, supported community participation, was meaningful and relevant and accessible • Has been verified by independent reviews / audits

Credit	Name of Credit	Benchmark
Sta-4	Addressing Community Concerns	<ul style="list-style-type: none"> • Community concerns have been considered, addressed, and feedback has been provided • Has been verified by independent reviews / audits
Hea-1	Community Health & Wellbeing	<ul style="list-style-type: none"> • Measures to positively contribute to community health and wellbeing for three priority issues have been identified and implemented. • Monitoring of community health and wellbeing indicators related to the priority issues is undertaken at appropriate intervals during construction and operation of the asset and demonstrates improvement of relevant indicators.
Her-1	Heritage Assessment & Management	<ul style="list-style-type: none"> • Community and key stakeholders have participated in the heritage studies

3 Communication, engagement approach and stakeholders

3.1 Communication and engagement approach

The communication and engagement approach will be underpinned by the overarching vision and philosophy of JHSWJV being ‘a good neighbour’ with a team commitment to respect stakeholders, businesses, communities and the environment. We will work as an integrated Community Relations Team (CRT) with Transport’s Communication and Stakeholder Engagement Team.

Our approach to community and stakeholder engagement for the Project will be guided by the International Association for Public Participation (IAP2) spectrum of public participation (see Figure 4 and Section 3.2). The communication and engagement approach will target government (Federal, State and Local) authorities, residents and businesses impacted by construction work and operations. JHSWJV will build on Transport’s consultation process that established positive working relationships, communication channels and dialogue with the community and stakeholders. Transport has created a clear understanding of stakeholder issues and JHSWJV will build on this strong foundation.

JHSWJV recognises the diverse information needs of stakeholders, businesses and the community, and is committed to providing robust communication and engagement, which is inclusive and participative in nature. Our approach is designed to provide clear, accurate and timely information on upcoming work and the progress of work, high quality engagement programs that achieve positive outcomes, use both electronic and tradition means of communication and interactions.

Key to preventing community and stakeholder concerns is proactive identification of issues, early and meaningful engagement, provision of relevant and easy to understand information, and timely responses to enquiries and complaints. This 'no surprise' approach is critical to gaining the trust and support of the community and stakeholders, some who may be weary from the cumulative impacts of multiple infrastructure projects in the area. This also includes ‘making good’ on commitments which is the foundation to building trust with the community and stakeholders.

		INCREASING IMPACT ON THE DECISION				
		INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL		To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
	PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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Figure 2: IAP2 Participation Spectrum

Key elements to our implementation are:

- Concise, clear communication with stakeholders, businesses, residents and the community, as needed. We value our stakeholder's time and we're going to engage when we have something to tell them.
- Deliver timely messages to the travelling public, through our stakeholder groups, signage and online.
- Make information accessible using tailored approaches for communication and engagement to meet stakeholder needs, with dedicated channels for feedback and dialogue (1800 / email).
- Deliver appropriate strategies for Culturally and Linguistically Diverse (CALD), Languages Other than English (LOTE) and vulnerable communities.
- Tap into existing communication channels including the airport precinct stakeholders and beyond, with already well-established groups and networks.
- Manage the impact of construction fatigue.
- Minimise adverse construction impacts on public amenity, including noise, vibration, dust and obstructions to pedestrian and cyclist movements.
- Ensure affected businesses feel supported before and during construction and manage expectations during delivery.
- Work with our local community and stakeholders to develop Project legacy opportunities.
- Create opportunities for positive news stories and deliver benefits to our communities.
- Formation of issue or location-based forums that focus on key environmental management issues of concern to relevant communities

3.1.1 COVID-19 Health Crisis Engagement

In the situation where a health order is passed to cease all face-to-face communication and engagement activities due to the COVID-19 health crisis or similar, the Project would implement a Virtual Community Information Centre (VCIC) to enable communication and engagement on the project to continue.

The VCIC would provide access to all project information and would allow all community groups and stakeholders continued access to the project team virtually. Established communication processes would not change.

The VCIC would be an extension of Project website. It would provide access for community groups and key stakeholders to communicate with the project team virtually. It will also be used to facilitate online community information sessions via live streaming.

The local businesses and community will still be kept informed via the quarterly updates and community notifications.

3.2 Stakeholders

With the proximity of the airport to the Project, the main group of stakeholders are those who surround the airport precinct. These include businesses and travellers/commuters, the businesses including commercial, industrial, retail and freight organisations. Other stakeholder groups who will be impacted by the Project include road users, emergency services, the freight industry, active transport groups, the general public and residents in Tempe, Mascot and St Peters.

Table 3 below shows the stakeholder groups, the issues and interest, the level of engagement, and the proposed communication tools.

The levels of consultation are summarised below. These levels are relevant for a range of key stakeholders during the consultation process including members of the community and key stakeholders including Government agencies, members of parliament and public sector stakeholders. These levels include:

- Inform: to provide stakeholders with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.
- Consult: to obtain feedback on analysis, alternatives and/or decisions.
- Involve: to work directly with the stakeholders throughout the process to ensure that stakeholder concerns and aspirations are consistently understood and considered.
- Collaborate: to partner with stakeholders in aspects of decision making where feasible and reasonable, including development of alternatives and the identification of a preferred solution.

The communication tools that will be used to engage with stakeholders will be approved by Transport and compliant with all relevant CoAs. The communication tools selected are based on the varying nature of the design and construction activity as well as the needs of stakeholders.

3.2.1 Management of stakeholder details

The stakeholder list will be overseen and maintained by the Community and Stakeholder Engagement Manager (CSEM) and CRT members and continually reviewed and updated.

Stakeholder details and interactions will be recorded in the Transport stakeholder database, Consultation Manager. Consultation Manger is an online database to record all community contact, including interaction with the Project.

Table 3: Key Stakeholder Groups, Issues, and Communication tools

Key Stakeholder groups	Stakeholders	Issues/interest	Level of Engagement	Relationship Manager	Communication tools
Elected Representatives – Federal	<ul style="list-style-type: none"> Member for Sydney Member for Grayndler Member for Barton Member for Kingsford Smith 	<p>Issues:</p> <ul style="list-style-type: none"> Impact to constituents during construction and operation How the Project will benefit the freight industry and access to Port Botany <p>Interest:</p> <ul style="list-style-type: none"> Medium to high 	<ul style="list-style-type: none"> Inform 	<ul style="list-style-type: none"> Transport 	<ul style="list-style-type: none"> Offer project briefing at appropriate time Provide briefing of community issues Site tours and media events, if requested
Elected Representatives – State	<ul style="list-style-type: none"> Member for Heffron Member for Summer Hill 	<p>Issues:</p> <ul style="list-style-type: none"> Impact to constituents during construction and operation Improvements to pedestrian and cycling connections Traffic, transport and access for residents <p>Interest:</p> <ul style="list-style-type: none"> Medium to high 	<ul style="list-style-type: none"> Inform 	<ul style="list-style-type: none"> Transport 	<ul style="list-style-type: none"> Offer project briefing at appropriate time Provide briefing of community issues Site tours and media events, if requested

Key Stakeholder groups	Stakeholders	Issues/interest	Level of Engagement	Relationship Manager	Communication tools
Federal Government agencies and departments	<ul style="list-style-type: none"> • Civil Aviation Safety Authority (CASA) • Air Services • Sydney Airport Corporation Limited (SYD) • Department of Infrastructure, Transport, Regional Development and Communications (DITRDC) • Department of Environment and Energy (DoEE) 	<p>Issues:</p> <ul style="list-style-type: none"> • Impact on airport businesses, access and operations <p>Interest:</p> <ul style="list-style-type: none"> • High 	<ul style="list-style-type: none"> • Inform • Consult • Involve 	<ul style="list-style-type: none"> • Transport • JHSWJV 	<ul style="list-style-type: none"> • Regular briefings • One-on-one meetings • Approvals • Meetings • Forums • Notifications • Site tours
State Government agencies and departments	<ul style="list-style-type: none"> • Department of Premier and Cabinet – Heritage NSW • Transport for NSW • Department of Planning, Industry & Environment (DPIE) <ul style="list-style-type: none"> ○ Water ○ Environment, Energy and Science Group (EESG) • NSW Health • Environment Protection Authority (EPA) 	<p>Issues:</p> <ul style="list-style-type: none"> • Approval authorities • Impact on assets • Regulatory role • Interfacing infrastructure projects nearby • Impact on land holding/assets • Traffic, transport and access • Heritage <p>Interest:</p>	<ul style="list-style-type: none"> • Inform • Consult 	<ul style="list-style-type: none"> • Transport • JHSWJV 	<ul style="list-style-type: none"> • Regular briefings • Formal approvals • Provide briefings on community issues, as required • Site tours • Notifications • One-on-one meetings • Presentations

Key Stakeholder groups	Stakeholders	Issues/interest	Level of Engagement	Relationship Manager	Communication tools
	<ul style="list-style-type: none"> • Infrastructure NSW • Customer Journey Planning (formerly TMC) • Customer Journey Management (formerly SCO) • NSW Ports • Greater Sydney Commission • Australian Rail Track Corporation (ARTC) 	<ul style="list-style-type: none"> • High 			
Local government	<ul style="list-style-type: none"> • Inner West Council • Bayside Council • City of Sydney 	<p>Issues:</p> <ul style="list-style-type: none"> • Impact on local roads (including parking and congestion), facilities (including active transport) and infrastructure • Impact on flora and fauna • Impact on local residents and businesses • Managing interface between Council infrastructure and 	<ul style="list-style-type: none"> • Inform • Consult • Involve 	<ul style="list-style-type: none"> • Transport • JHSWJV 	<ul style="list-style-type: none"> • Regular briefings • One-on-one meetings • Formal correspondence • Provide briefing on community issues • Local traffic groups, if needed • Attendance at Project traffic groups (TTLG), as needed • Community information sessions / forums • Notifications • Site tours • Presentations

Key Stakeholder groups	Stakeholders	Issues/interest	Level of Engagement	Relationship Manager	Communication tools
		Project construction <ul style="list-style-type: none"> • Urban design and residual land opportunities • Impact on assets (Tempe Reserve and Tempe Dog Park) • Improvements on pedestrian and cycling connections • Cumulative impact of Transport infrastructure projects Interest: <ul style="list-style-type: none"> • High 			
Emergency Services	<ul style="list-style-type: none"> • Sydney Airport Integrated Operational Centre • Airport Fire Brigade • Australian Border Force • Federal Police • NSW Police • Mascot Police 	Issues: <ul style="list-style-type: none"> • Access in an emergency • VIP route access (airport) • Traffic diversions and congestion • Traffic changes • Security 	<ul style="list-style-type: none"> • Inform • Consult 	<ul style="list-style-type: none"> • JHSWJV 	<ul style="list-style-type: none"> • Attendance at Project traffic groups • Briefings • One-on-one meetings • Email

Key Stakeholder groups	Stakeholders	Issues/interest	Level of Engagement	Relationship Manager	Communication tools
	<ul style="list-style-type: none"> NSW Ambulance (Mascot station) Fire and Rescue NSW NSW State Emergency Services (SES) 	Interest: <ul style="list-style-type: none"> Medium 			
Sydney Airport Stakeholders and users	<ul style="list-style-type: none"> SYD Gateway project team Airport Staff Airlines - International Airlines - Domestic Retailers Care hire companies, rideshare and Taxis Airport ground operations Freight Customers 	Issues: <ul style="list-style-type: none"> Impacts to Sydney Airport operations during construction including lighting spillage Access for customers and staff Customer experience Wayfinding Potential delays Interest: <ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> Inform Consult 	<ul style="list-style-type: none"> Transport JHSWJV 	<ul style="list-style-type: none"> Briefings One-on-one meetings Business updates Intranet SYD internal newsletter Emails Local traffic groups Attendance at Project traffic groups
Utilities	<ul style="list-style-type: none"> Sydney Water Ausgrid Jemena Qenos Telstra Sydney Desalination Plant 	Issues: <ul style="list-style-type: none"> Impacts to utility stakeholders operation, maintenance and planned infrastructure upgrades 	<ul style="list-style-type: none"> Inform Consult 	<ul style="list-style-type: none"> JHSWJV Transport 	<ul style="list-style-type: none"> Regular meetings Utilities Coordination Group Council liaison

Key Stakeholder groups	Stakeholders	Issues/interest	Level of Engagement	Relationship Manager	Communication tools
	<ul style="list-style-type: none"> Viva Energy Ampol/Caltex Optus TPG/APPT Vocus/Nextgen AARNet Uecomm NBN 	<ul style="list-style-type: none"> Disruptions Undertaking projects in the area which may place further stress on residents / businesses Impacts to Sydney Airport operations <p>Interest:</p> <ul style="list-style-type: none"> High 			
Freight industry	<ul style="list-style-type: none"> Freight and logistics businesses including landowners and lease holders Wider airport precinct freight and logistics businesses Industry groups, e.g. ALC, PBCCC etc 	<p>Issues:</p> <ul style="list-style-type: none"> Project scope Integration with freight infrastructure Construction interfaces Construction disruption Property access Traffic delays <p>Interest:</p> <ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> Inform Consult 	<ul style="list-style-type: none"> Transport JHSWJV 	<ul style="list-style-type: none"> Meetings Notifications Emails Existing forum –Port Botany Community Consultative Committee
Property owners – directly impacted	<ul style="list-style-type: none"> Residents Businesses 	<p>Issues:</p>	<ul style="list-style-type: none"> Inform Consult 	<ul style="list-style-type: none"> JHSWJV 	<ul style="list-style-type: none"> Meetings Notifications

Key Stakeholder groups	Stakeholders	Issues/interest	Level of Engagement	Relationship Manager	Communication tools
		<ul style="list-style-type: none"> • Construction disruptions • Noise and vibration • Air quality • Aesthetics and visual impact • Property access • Light spill • Environmental impacts – including dust and odour pollution • Potential loss of revenue <p>Interest:</p> <ul style="list-style-type: none"> • High 			<ul style="list-style-type: none"> • Emails • Community Information Centre / forums • Property condition surveys • At property noise treatments
Peak bodies, local businesses and business interest groups	<ul style="list-style-type: none"> • Airport precinct • Retailers • Wider airport precinct • Hotels near the airport • Active transport interest groups • Pipeline operations 	<p>Issues:</p> <ul style="list-style-type: none"> • Construction disruptions • Noise and vibration • Air quality • Aesthetics and visual impact 	<ul style="list-style-type: none"> • Inform • Consult 	<ul style="list-style-type: none"> • JHSWJV • Transport 	<ul style="list-style-type: none"> • Meetings • Notifications • Emails • Presentations • QR Code • Community Information Centre / forums • Existing forums – Active Transport forum

Key Stakeholder groups	Stakeholders	Issues/interest	Level of Engagement	Relationship Manager	Communication tools
		<ul style="list-style-type: none"> • Pedestrian and cyclist connections • Access during construction • Business disruption Interest: <ul style="list-style-type: none"> • High 			
General public and local community	<ul style="list-style-type: none"> • Travelling public • Local community • Pedestrian and cycle path users • Sports and recreation groups • CALD, LOTE and vulnerable community members 	Issues: <ul style="list-style-type: none"> • Traffic delays • Construction disruptions • Noise and vibration • Air quality • Aesthetics and visual impact • Pedestrian and cyclist connections • Local parking Interest: <ul style="list-style-type: none"> • High 	<ul style="list-style-type: none"> • Inform • Consult 	<ul style="list-style-type: none"> • JHSWJV 	<ul style="list-style-type: none"> • Community Information Centre / forums • Meetings • One-on-one meetings • Notifications • Emails • Advertisements • Website • Displays • Presentations • QR Code • Virtual reality tools • Community information line • Translation services
Motorists and wider community	<ul style="list-style-type: none"> • Motorists • Wider community • Precinct workforce 	Issues: <ul style="list-style-type: none"> • Traffic impacts and disruptions 	<ul style="list-style-type: none"> • Inform • Consult 	<ul style="list-style-type: none"> • Transport • JHSWJV 	<ul style="list-style-type: none"> • Variable Message Signs (VMS) • Live traffic updates

Key Stakeholder groups	Stakeholders	Issues/interest	Level of Engagement	Relationship Manager	Communication tools
	<ul style="list-style-type: none"> Public transport users 	<ul style="list-style-type: none"> Service disruptions General confusion and traffic queues Wayfinding Interest: <ul style="list-style-type: none"> High 			<ul style="list-style-type: none"> Traffic alerts Media releases Notifications Emails Advertisements Website Social media Animations / fly throughs Translation services
Residents	<ul style="list-style-type: none"> Tempe St Peters Botany Mascot Wolli Creek 	Issues: <ul style="list-style-type: none"> Property impacts Noise Dust Vibration Traffic impacts and disruptions Access impacts Parking impacts Vegetation removal Construction fatigue Interest: <ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> Inform Consult 	<ul style="list-style-type: none"> JHSWJV 	<ul style="list-style-type: none"> Community Information Centre / Forums Door knocks One-on-one meetings Notifications Emails Advertisements Website Social media Community information line QR codes

Key Stakeholder groups	Stakeholders	Issues/interest	Level of Engagement	Relationship Manager	Communication tools
Active transport groups	<ul style="list-style-type: none"> Bicycle NSW BIKEast Bike Marrickville St George BUG Walk Sydney Pedestrian Council of Australia 	<p>Issues:</p> <ul style="list-style-type: none"> Maintaining access to pedestrian and cycle paths during construction Provision of high quality and safe temporary routes Clear signage visible to cyclists about route changes during construction Advanced notification Improvement to network connections Provision for future pedestrian and cycling pathways <p>Interest:</p> <ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> Inform Consult 	<ul style="list-style-type: none"> Transport JHSWJV 	<ul style="list-style-type: none"> Community Information Centre / Forums One-on-one meetings Notifications Emails Advertisements Website Social media Community information line QR codes Signage Existing forums – Active Transport forum

4 Community demographic profile

Residents, businesses and communities impacted by the Project are located in the local government areas of Inner West Council, Bayside Council and City of Sydney. The suburbs closest to the work are Tempe, Mascot and St Peters.

The information in Table 4 is drawn from Environmental Impact Statement / Preliminary Draft Major Development Plan (Nov 2019) Chapter 20 - Socio-Economic Impacts. This information will assist the CRT with:

- Providing the appropriate translation services and accessible information requirements including LOTE, CALD and vulnerable communities.
- Understanding how people travel to work, the potential impacts of the Project on how people travel and how best to communicate with them e.g. posters at bus stops.

Overall, this demographic information reflects the likelihood of planned communications being accessible, and the need to continuously review and monitor each community, as described in Section 10.

Table 4 – Demographic Characteristics

	Mascot	St Peters	Tempe
Age Profile			
Medium age	32	34	38
Cultural diversity			
English as a second language	46.3%	24.4%	61.1%
Main languages	Mandarin Indonesian Cantonese Greek	Cantonese Vietnamese North Macedonian Mandarin Greek	North Macedonian Vietnamese Cantonese
Identified as Aboriginal or Torres Strait Islander	-	-	2.1%
Employment			
Unemployment rate	5.2%	3.9%	4.6%
Disability			
Need assistance with core daily activities	3.4%	2.9%	5.5%
Journey to work			
Public transport – train	32.7%	40.5%	-
Public transport – bus	7.7%	-	-
Drive to work	-	35.6%	42.9%
Walk	7.4%	5.9%	4.3%
Cycle	1.1%	3.5%	2.8%

	Mascot	St Peters	Tempe
Socio-economic disadvantage (SED)			
Australian Bureau of Statistics Index of Relative SED Ranking	Low rate (9)	Low rate (10)	Low rate (8)

5 Key issues for the delivery of the project

The key impacts and issues identified through the concept design development and environmental assessment process and the approach JHSWJV propose to adopt in response to these issues, is outlined in Table 5. Location-based and issue specific Communication and Engagement Implementation Plans will be prepared to address specific matters with businesses, stakeholders, communities and residents.

JHSWJV approach to managing issues will focus on proactive and regular interaction with affected local residents, businesses, landowners, traffic and transport stakeholders and interfacing projects.

We will continue to monitor emerging issues through the range of communication channels. The CRT will regularly analyse inquiries and complaints to determine if there is a pattern of emerging issues. In addition, JHSWJV will undertake regular assessments to identify potential issues and apply appropriate management measures.

Table 5: Key issues, concerns and communication and environmental management measures

Key issue	Concerns	Communication and environmental management measures
<p>Construction noise and vibration (including out-of-hours works)</p>	<ul style="list-style-type: none"> • Noise and vibration impacts from construction including piling, excavation and utility work • Property damage due to vibration • Construction hours • Out-of-hours work and respite periods • Construction fatigue • Damage to utility assets and pipelines • Monitoring programs 	<ul style="list-style-type: none"> • Noise and Vibration CEMP Sub-plan • Commence proactive communication early in the Project to engage with potentially impacted communities including consultation regarding out-of-hours work and respite periods • Distribution of regular communication material and include information on site hoardings, where appropriate • Property Condition Survey will be offered, and if accepted completed, before major work starts • Installation of at-property operational noise treatments in line with CoA (for eligible properties) • Providing a schedule for planned work (three months in advance), a description of work, location and duration, likely noise levels and environmental management measures (refer to Noise and Vibration CEMP Sub-plan) • Carry out monitoring for noise or vibration to validate predicted levels, where required (refer to Noise and Vibration CEMP Sub-plan). • Identification of appropriate respite periods including alternative temporary accommodation, if require • Consultation and coordination with other nearby projects to minimise construction fatigue and ensure environmental management measures are effective • Develop productive relationships with DPIE and Environmental Protection Authority (EPA), Environmental Representative (ER) and Community Advocate (CA) to obtain timely approvals • Regular engagement with utility operators including pipeline operators where vibration generating activities will impact on their assets, and relevant councils • Noise and vibration generating work near potentially affected businesses and residents resulting in noise levels above the Noise Management Levels (NMLs) or vibration levels above the relevant criteria will not be planned within sensitive periods, unless other reasonable arrangements have been made

Key issue	Concerns	Communication and environmental management measures
Traffic, transport and access	<ul style="list-style-type: none"> • Public transport access and availability • Access and congestion on local roads • Emergency vehicle access during construction • Pedestrian and cyclists access during construction • Access changes to residential properties, businesses and Sydney Airport • Access to Tempe Reserve • Traffic delays for workers, travellers and commuters accessing the Sydney Airport Precinct • Traffic management around the airport precinct during construction 	<ul style="list-style-type: none"> • Traffic and Transport CEMP Sub-plan • Construction forward work schedules • Representation at the traffic control group meetings from Transport Communication team, CRT and Active Transport Groups • Develop specific communication strategies for major switches, changes, closures etc. to reduce the number of vehicles using the road network. • Distribution of regular communication material to inform the community of dates and durations of work, including maps, outlining traffic changes, where appropriate. • Consultation with directly impacted stakeholders including Emergency Services prior to activity. • Use of temporary signage to inform pedestrians, cyclists or bus patrons of changes. • Accurate and timely information provided to customers, employees and deliveries to the Airport and Port about traffic impacts and travel time delays during construction. • Advertise major traffic, public transport or access changes, where required • Communicate upcoming changes at pop-ups and Community Information Centre • Communication with interfacing projects to mitigate conflicts during activities • Implement safe and well-signed diversion for pedestrians, cyclists and motorists • Engage with active transport groups regarding temporary detour routes
Parking	<ul style="list-style-type: none"> • Workers parking on local streets • Provision of parking at construction site office locations 	<ul style="list-style-type: none"> • Development and implementation of the Construction Parking and Access Strategy • All workforce is informed of the CS and encouraged to use public transport and / or carpool • Workforce informed of requirements through project induction, toolbox talks and community relations awareness training

Key issue	Concerns	Communication and environmental management measures
		<ul style="list-style-type: none"> • Discuss permanent or temporary parking changes with individual residents, businesses and Council, in advance
Construction truck movements and haulage on local roads	<ul style="list-style-type: none"> • Public safety • Traffic disruption 	<ul style="list-style-type: none"> • JHSWJV will liaise with truck companies and advise of the requirements for vehicles to use the approved routes and adhere to the planning approval requirements. Details of haulage routes will be made available in the Traffic and Transport CEMP Sub-plan • Target truck driver behaviour by providing communication material such as approved route maps and expected behaviours while working for the Project. • Respond and act quickly and respectfully to all feedback, enquiries and complaints regarding truck movements
Freight and intermodal terminals	<ul style="list-style-type: none"> • Traffic impacts during construction e.g. access, congestion 	<ul style="list-style-type: none"> • Meetings and briefings will be held with freight industry groups. • Coordinated response in partnership with Transport's Freight Division
Airport operations	<ul style="list-style-type: none"> • Impact to Sydney Airport stakeholders' operations including night lighting spillage • Access and delays to the airport's customers and workers • Additional windshear and turbulence • Inability to use Airport Drive in the future and changes to Link Road access 	<ul style="list-style-type: none"> • Work closely with Sydney Airport (SYD) to ensure clear communication and stakeholder engagement with airport precinct stakeholders to support the delivery of the Project
Safety, hazards and risk	<ul style="list-style-type: none"> • Public safety during and after construction • Road users / motorist safety • Fire hazards 	<ul style="list-style-type: none"> • Safety Management Plan and Emergency Response Management Plan • Distribution of regular communication material and include on site hoardings, where appropriate • The use of temporary signage to inform the community in advance of any changes

Key issue	Concerns	Communication and environmental management measures
	<ul style="list-style-type: none"> • Emergency response and emergency vehicle access 	<ul style="list-style-type: none"> • Communication with interfacing projects to mitigate conflicts during activities • Implement safe and well-signed diversions for pedestrians, cyclists and motorists • Inform key stakeholders including Emergency Services of major traffic changes or disruptions in advance
Environmental management issues	<ul style="list-style-type: none"> • Removal of vegetation • Displacement of native flora and fauna • Contamination • Greenhouse gas emissions • Air quality • Contaminated aquatic sediments in Alexandra Canal • Groundwater, surface water and stormwater issues • Water quality and flooding • Erosion, runoff and sedimentation • Operational groundwater inflows • Water reuse and sustainability impacts • Groundwater contamination 	<ul style="list-style-type: none"> • Construction Environmental Management Plan and Sub-plans including soil and water, contaminated sediments in Alexandra Canal, Heritage, groundwater, flora and fauna and air quality. • Regular engagement with key stakeholders including DPIE, DPIE Water, Sydney Water, Heritage NSW, EPA, ESSG, and relevant councils, and ER regarding environmental management issues • Provide local community and key stakeholders with written notifications about environmental management issues in advance of activities such as clearing, out of hours work etc. detailing justification, likely impact and environmental management measures in place during work • Provision of staff training to identify important environmental management issues on site • Consultation with directly impacted stakeholders prior to activity • Development of key messages and issues specific fact sheet relating to environmental issue, impacts and environmental management measures in place • Use of information sessions and CIC to provide more detailed information, as required • Collaboration with environmental and construction teams so work is coordinated and environmental management measures
Tempe Lands	<ul style="list-style-type: none"> • Ground disturbance • Leachate generation and migration • Landfill gas generation issues • Odour issues 	<ul style="list-style-type: none"> • Consultation with Inner West Council and EPA • Environmental management measures are outlined in Landfill Leachate, Gas and Odour CEMP Sub-plan • Development and issue of specific fact sheets relating to the work management measures at Tempe Lands

Key issue	Concerns	Communication and environmental management measures
Pedestrian and cyclist paths	<ul style="list-style-type: none"> • Pedestrian safety during construction • Cyclists safety during construction • Temporary access for pedestrians and cyclists • Safe and efficient journeys once construction is complete 	<ul style="list-style-type: none"> • Develop specific communication strategies for changes to pedestrian and cyclist access • Use temporary signage to notify and inform pedestrians and cyclists of upcoming changes • Communicate with pedestrian and cyclist groups through face-to-face meetings, traffic forums • Provide notifications to pedestrian and cyclist groups with maps outlining changes, closures • Meet the requirements outlined in the CoA providing connections between the International and Domestic terminals
Operational noise	<ul style="list-style-type: none"> • Increased operational noise on completion of the Project • Operational at-property noise treatment 	<ul style="list-style-type: none"> • Installation of at-property noise treatments in line with CoA • Dedicated resources to manage community engagement for at-property noise treatments • Noise monitoring to validate predicted levels, as required • Installation of operational noise barrier at Tempe, as outlined in Noise and Vibration Management CEMP Sub-plan
Utility works	<ul style="list-style-type: none"> • Disruption of services • Notification of utility work • Out of hours work to relocate services • Noise and vibration impacts during utility works 	<ul style="list-style-type: none"> • Fostering productive and cooperative relationships with utility companies through continuous interaction • Preparation of communication and engagement implementation plans for high-impact work • Dedicated resources to manage community engagement for utility work • Proactive consultation with directly affected stakeholders regarding utility work including best estimation of timeframes for relocation of services • Distribution of regular communication material. Collaborate with environmental and construction teams so work is coordinated and mitigation measures are effective for the community

Key issue	Concerns	Communication and environmental management measures
Urban design, visual amenity and non-aboriginal heritage	<ul style="list-style-type: none"> • Visual impact of construction sites and operational facilities • Future urban design and landscape plan • Lighting and security • Overshadowing • Heritage impacts on the Alexandra Canal 	<ul style="list-style-type: none"> • Proactive consultation and provide opportunities for consultation on the Urban Design and Landscape Plan with Council, Infrastructure NSW, the community and affected landowners and businesses • Proactive consultation with directly affected community regarding potential issues such as overshadowing, lighting and security • Use of information sessions / CIC to provide information about urban design and landscape elements of the Project • Consult with Heritage NSW on all works concerning Alexandra Canal • Site fencing and hoarding will be installed around all construction sites, where applicable • Boundary screening will be installed in accordance with the CoA
Cumulative impacts and construction fatigue	<ul style="list-style-type: none"> • Combined construction impacts due to other projects in the area such as construction noise / vibration, traffic disruption, worker parking etc. • Adjacent JHSWJV Work packages 	<ul style="list-style-type: none"> • JHSWJV will develop a construction fatigue management strategy which would include: <ul style="list-style-type: none"> • Recognition of cumulative impacts within the community • Acknowledge potential impacts of interfacing projects including M4-M5 Link, Botany Rail Duplication and More Trains, More Services Mascot Substation, Mascot Station Upgrade, and the previous impact of Airport East and Airport North • JHSWJV will support Transport in its communication concerning other projects and align on key messages • Collaboration between construction teams so is coordinated and environmental management measures are effective • Communicating with other major projects and utility providers to develop protocols with a view to scheduling activities concurrently to minimise the number of nights impacting on sensitive receivers where possible • Implementing effective noise mitigation measures (e.g. additional acoustic noise barriers, alternative plant and equipment with lower sound power levels such as solar powered lighting towers and respite)

Key issue	Concerns	Communication and environmental management measures
		<ul style="list-style-type: none"> • Undertaking campaigns of work, such as piling for Obstacle Limitation Surface and the provision of a follow-up respite period and work program of low-noise activities • Obtaining community agreements e.g. extended work hours or targeted campaigns

6 Community relations team

JHSWJV recognises the importance of an experienced and skilled team to manage community relations. The JHSWJV CRT will work in partnership with Transport's Communication and Stakeholder Engagement Team to achieve Project outcomes and leave a positive legacy for the community and stakeholders.

A permanent Community Information Centre (CIC) will be opened to the public and staffed by JHSWJV CRT, particularly during times when a major activity is being promoted, and at times as agreed with Transport.

The CIC will operate at regular hours and information provided to the public of the opening hours. Signage directing visitors to the CIC will be clear at the building entry.

6.1 Community relations team

JHSWJV will establish a team for the overall management and coordination of community information and engagement. Members of the CRT will comprise of:

- A Community and Stakeholder Engagement Manager (CSEM).
- Three Community Relations Officers (CRO).
- A Community Relations Coordinator (CRC).

Where required, other staff will be appointed or contracted by JHSWJV to assist with communication and engagement activities. Refer to Figure 3 Organisational Chart.

The CSEM will ensure Transport is informed of all community issues, consulted regarding all decisions affecting the local and wider community, is provided with a forward plan of work activities and key stakeholder meetings and invited to all community information sessions, site visits and meetings with key stakeholders and councils.

The CSEM, or their delegate, will participate in:

- Sydney Gateway Road Project Communication and Engagement Group meetings involving Transport and Sydney Airport
- Sydney Airport Precinct Customer Information Workstream involving Sydney Airport, Transport, Customer Journey Management (CJM) (previously TMC) and Customer Journey Planning (CJP) (previously SCO).

The CSEM will be supported by a team of CRO's, one of whom will act as a deputy to the CSEM. The team will work in partnership with JHSWJV staff and their teams, including the Interface Manager, Traffic Manager, Environment Manager and Transport's Communication and Stakeholder Engagement team.

The CRO's and CRC will manage communication and engagement activities across the Project, including those identified in this CS.

An organisational chart of the JHSWJV Community Relations Team, their relationship with Transport's Community and Stakeholder team and the Interface Manager, Traffic Manager and Environmental Manager is shown below:

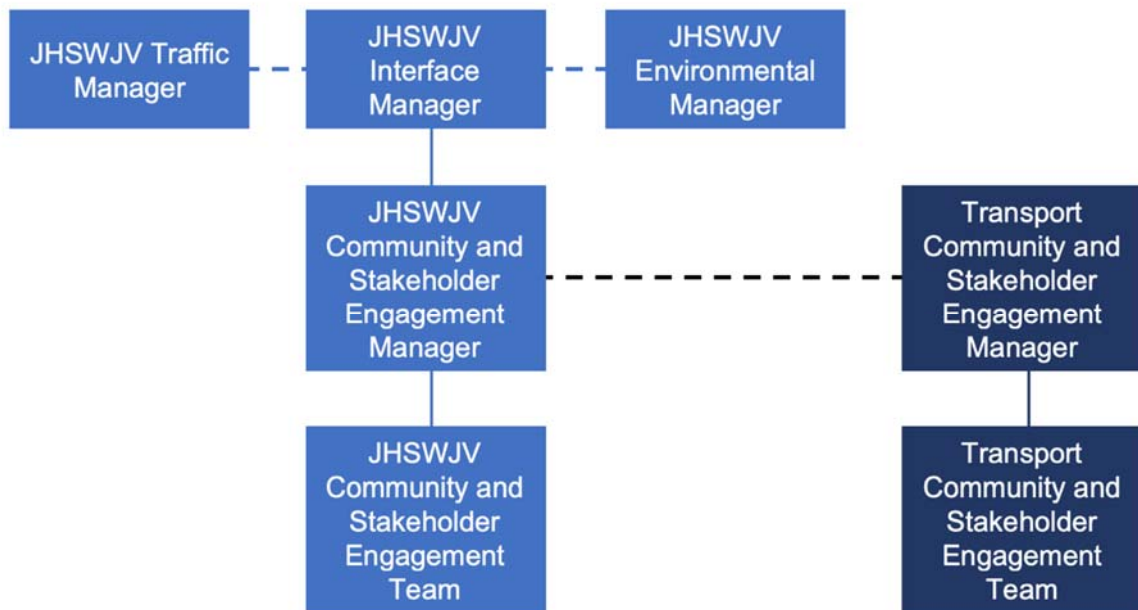


Figure 3: Community Relations Team and external communication structure

6.2 Community Relations Team roles and responsibilities

6.2.1 Team protocols

JHSWJV is responsible for the overall management and coordination of community information, and engagement and collaboration with stakeholders (as agreed with Transport), businesses, residents and the community. The CRT will work with the Interface Management Team where business management overlaps with communication and engagement activities.

Complaints handling and community contact management will be carried out by the CRT and comply with Transport protocols, processes and requirements.

The CSEM will provide information to Transport at regular intervals to aid in planning for media events. This will involve a three month look ahead at upcoming activities, including site visits and milestones and any other relevant information.

A Community Advocate would be appointed by Transport in consultation with the ER. The Community Advocate will be independent from the Project (also see Section 8).

6.2.2 Roles and responsibilities

The CRT will manage and deliver communication and engagement implementation plans, proactively communicate construction impacts, and liaise with businesses, residents and affected communities about working hours and construction methods.

CRO's will carry out communication and engagement for construction work and related work to the Project and be available to run information sessions and outreach activities during daytimes, evenings until 9pm and Saturdays.

Table 6 provides an overview of the team's roles and responsibilities.

Table 6 – CRT Roles and Responsibilities

Role	Responsibility
<p>Community and Stakeholder Engagement Manager (CSEM)</p>	<p>The CSEM is responsible for the overall development, management and delivery of project’s contractual and regulatory requirements for community and stakeholder engagement, media and government relations.</p> <p>This includes managing a team of community engagement and communications professionals to adequately inform the public of planned project work and progress, identify and resolve emerging issues.</p> <p>Responsibilities include:</p> <ul style="list-style-type: none"> • Overall management and development of the CRT • Implementation of a strategic Communications and Community Engagement approach for the project through the Communications Strategy (CS) and other plans • Establishing multiple points of contact for the community including a Community Information Centre with appropriate community display material, information panels, information leaflets, access to technical reports, complaints handling, website access • Providing high level strategic advice to JHSWJV senior leadership and Transport on matters relating to community engagement and communications • Responsible for project's overall compliance with the Minister's Conditions of Approval relating to communications, community engagement • Ensuring appropriate personnel are available to receive and respond to calls relating to the Project on a 24/7 basis from the 1800 telephone number • Managing approval of all project communication materials • Managing productive and effective relationships with key stakeholders, Transport and regulatory authorities • Ensuring the project has a systematic and user-friendly complaints management system, which effectively addresses complaints • Identifying opportunities for community participation in a range of areas that have the potential to strengthen relationships with key project stakeholders • Managing the Project’s responses to media and Government enquiries through Transport • Ensuring stakeholder interactions are recorded in the Project’s stakeholder database, Consultation Manager • Consider feedback provided by the community and disseminating to the wider Project team about opportunities to implement • Delivering on promises when made and negotiate if circumstances change • Monitoring, evaluating and recommending changes to community engagement and communications strategies

Role	Responsibility
	<p>and processes including the complaints management system.</p> <p>The CSEM will provide the following information to Transport at regular and relevant scheduled coordination meetings to aid in the planning for media events:</p> <ul style="list-style-type: none"> • A three month look ahead at upcoming activities, including site visits and milestones. • Any other information that will assist with the planning and management of media events.
Community Relations Officers (CRO)	<p>CRO's are responsible for delivery of the project's contractual and regulatory requirements for engagement and communications for a set geographic area. This includes developing and implementing targeted community engagement and communication strategies and materials for upcoming work, responding to enquiries and complaints as well as building positive and productive working relationships with community members. One of the Public Liaison Place Managers will be nominated as the deputy for the PLM. Key responsibilities include:</p> <ul style="list-style-type: none"> • Manage the community information sessions, public / mobile events, one on one meetings etc. • Proactively facilitating liaison with key stakeholders and community groups about upcoming work and work progress • Implementing the project's CS and other involvement and communication strategies • Being available (on a roster basis) to receive and respond to calls on a 24/7 basis from the Project's 1800 telephone number • Staffing the Community Information Centre on a roster basis • Respond to telephone calls and written complaints and enquiries including undertaking investigations of complaints/enquiries • Developing communication and engagement materials such as notifications, letters, newsletters, advertisements, website content etc to provide timely and adequate notification of upcoming work and work progress • Developing and maintaining productive and effective relationships with key stakeholders • Implementing the Project's complaints management system to effectively address complaints • Facilitating effective communication about the Project benefits • Identifying and initiating opportunities for community participation in a range of areas that have the potential to strengthen relationships with key project stakeholders and enhance the project's reputation • Encouraging community participation

Role	Responsibility
	<ul style="list-style-type: none"> • Maintaining accurate records on community relation issues • Providing advice to the wider project team on matters relating to timely provision on information, engagement requirements, proactively identifying issues and promptly responding to concerns raised • Contributing to the weekly, monthly and other reporting requirements.
Community Relations Coordinator (CRC)	<p>Assisting the CRO's with implementation of community engagement obligations including:</p> <ul style="list-style-type: none"> • Developing communication and engagement materials such as notifications, letters, newsletters, advertisements, website content etc to provide timely and adequate notification of upcoming work and work progress • Organising and attending community information sessions, public / mobile events and other meetings • Being available (on a roster basis) to receive and respond to calls on a 24/7 basis from the Project's 1800 telephone number • Responding to telephone calls and written complaints and enquiries including undertaking investigations of complaints/enquiries • Staffing the Community Information Centre on a roster basis • Identifying opportunities for community participation that has the potential to strengthen and enhance relationships with stakeholders • Maintaining accurate records on raised issues • Internally promoting the Project's involvement in community events • Researching opportunities for sponsorship of local interests • Developing materials and participate in a program of internal toolbox meetings • Promote Project's involvement in community events internally and externally.

6.2.3 Construction team requirements

All staff and sub-contractors working with JHSWJV will be provided with communication and engagement training as part of their induction, including details of the sensitive areas and community concerns. The training will include information about how each staff member needs to share the responsibility of managing and minimising impacts on businesses and the community and taking a 'community mindset' when making decisions, as well as how to refer community contact to the team with all contacts to be reported immediately or the following business day (if contact occurs during a night shift).

6.3 Client liaison procedures

JHSWJV is committed to forming a positive and collaborative relationship with Transport to achieve the Project objectives and aims (outlined in section 1.3). This will be achieved through regular meetings to discuss issues and approaches.

JHSWJV will adhere to the community and stakeholder obligations under the Project Deed and CoA as well as Transport policies, processes and procedures. Stakeholder interface protocols will be adhered to, particularly with Sydney Airport and key influential stakeholders, and government departments and authorities.

JHSWJV will submit proposed communication material to Transport for approval, along with the reason it is required, timing and area for distribution. This material will be approved by Transport before public release. All material will adhere to Transport advertising, branding and visual communication requirements. Required timeframes are provided in the Communication Tools Table in Section 7.

JHSWJV will inform Transport if advertised/notified work and impacts need to change, of upcoming project milestones, high-risk construction activities, current and potential community and stakeholder issues, planned or unplanned local community protests, emergency or crisis situations or major safety or environmental incidents on site.

JHSWJV will hold regular communication update meetings with Transport to consult on decisions affecting the community. Transport will be invited to meetings, presentations and site tours attended by authorities, the community and stakeholders. Transport will be immediately notified of all enquiries from Federal, State or Local Government. Any briefings for these government representatives will be arranged by the Transport Communications and Stakeholder Engagement Team, with involvement from JHSWJV.

6.4 Environmental Representative

An Environmental Representative (ER) has been engaged for the duration of the Project's construction. The ER would be independent of the design and construction team and has been approved by the NSW Department of Planning, Industry and Environment.

The ER would be provided with all documentation requested in order to perform their functions, and the complaints register would be sent on a daily basis. The ER would be involved in the complaints management process and would act as an independent party to assist with the resolution of complaints which cannot be resolved to the satisfaction of the complainant. The ER will work with the Community Advocate (CA) to resolve complaints (see Section 8).

6.5 Community Relations Team contact details

The CRT will be based in the main construction site office (once established).

The team will be contactable via:

- Email – SydneyGateway@jhs.com.au.
- 24/7 phone line – 1800 654 446.
- Post – Sydney Gateway Road Project, 10 Bourke Road, Mascot, NSW 2020.
- Community Information Centre, 10 Bourke Road, Mascot.

7 Communication management

7.1 Communication tools

JHSWJV will be proactive in keeping the community informed about the Project, construction activities and changes to ongoing works. Proposed communication and engagement activities and tools to be used by the Project.

The range of communication tools that will be used and how they will be used is provided in Table 7.

Table 7: Communication tools description, audience and timing

Communication tool	Description	Audience / Key Stakeholders	Frequency and timing	Tool specification
Community contact tools				
Community Information Line (1800 654 446)	<p>A 24-hour toll free information line that will be the main point of contact between the community and the project.</p> <p>Provides a mechanism by which feedback from the community can be provided to the Project Team.</p> <p>The Community Information Line will be included on project communication material.</p>	<ul style="list-style-type: none"> All community members and stakeholders that may be impacted by the project. Any member of the public with enquiries about the project. 	<ul style="list-style-type: none"> Available 24 hours / day, 7 days/week during construction 	<ul style="list-style-type: none"> All calls received will be recorded in Consultation Manager Details of the call will be included against the caller's name (if provided), including contact details and a description of the nature of the call
Project email address (SydneyGateway@jhsw.com.au)	<p>Provides access to the Sydney Gateway Road Project.</p> <p>Website enquiries are directed through this email address.</p> <p>The email address will be included on project communication material.</p>	<ul style="list-style-type: none"> All community members and stakeholders that may be impacted by the project. Any member of the public with enquiries about the project. 	<ul style="list-style-type: none"> During business hours 	<ul style="list-style-type: none"> All emails received will be recorded in Consultation Manager Details of the email will be included against the writer's name, including contact details and a description of the nature of the call
Postal address for written complaints and enquiries	<p>Provides access to the Sydney Gateway Road Project.</p>	<ul style="list-style-type: none"> All community members and stakeholders that may 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> All correspondence received will be

Communication tool	Description	Audience / Key Stakeholders	Frequency and timing	Tool specification
(10 Bourke Road, Mascot, NSW, 2020)	The postal address will be included on project communication material.	<p>be impacted by the project.</p> <ul style="list-style-type: none"> Any member of the public with enquiries about the project. 		<p>recorded in Consultation Manager</p> <ul style="list-style-type: none"> Details of the correspondence will be included against the writer's name, including contact details and a description of the nature of the call
Project contact card	The contact card provides the project contacts for complaints and enquiries	<ul style="list-style-type: none"> All community members and stakeholders that may be impacted by the project. Any member of the public with enquiries about the project. 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> To be handed out by construction personnel when approached by community and businesses
Information material				
Community and Business Updates	<p>Project wide quarterly update to inform the community and businesses on the progress of the project, key milestones and activities taking place during the next three months.</p> <p>The updates will include photos, maps and illustrations.</p>	<ul style="list-style-type: none"> All affected community and business properties within a 500m radius of each site. All relevant authorities. Be available at the Community Information Centre for three months from the time of distribution to 	<ul style="list-style-type: none"> Quarterly 	<ul style="list-style-type: none"> At least single A4 double side, full colour Will contain contact details including 24-hour information line Translation services

Communication tool	Description	Audience / Key Stakeholders	Frequency and timing	Tool specification
		business and residential properties. <ul style="list-style-type: none"> • Be available on the Project website in a web accessible format. 		
Community emails	Email updates sent to registered stakeholders. The updates describe work activities, upcoming program of work, changes from previous notifications and progress. Emails will include links to website and videos.	<ul style="list-style-type: none"> • Distributed to all stakeholders registered on Consultation Manager to receive community update emails. 	<ul style="list-style-type: none"> • As required, at least monthly 	<ul style="list-style-type: none"> • Will contain contact details including 24-hour information line • Translation services
Digital imagery - photography, videos and time-lapse photography	Digital imagery will be used to support various communication channels such as social media to provide the community and stakeholders with updates on progress and of items that are of specific interest.	<ul style="list-style-type: none"> • All stakeholders, businesses, residents and the wider community. • Project wide. 	<ul style="list-style-type: none"> • Still images – as required, at least monthly. • Aerials – quarterly • Videos – monthly • Time-lapse – quarterly 	<ul style="list-style-type: none"> • The images will be used both for public information as well as a record of the work
Fact Sheets	Used to explain key construction activities and mitigation measures, particularly for issues with the community has expressed interest or concern.	<ul style="list-style-type: none"> • All community members and stakeholders that may be impacted by the project. 	<ul style="list-style-type: none"> • As required 	<ul style="list-style-type: none"> • Will contain contact details including 24-hour information line • Translation services

Communication tool	Description	Audience / Key Stakeholders	Frequency and timing	Tool specification
		<ul style="list-style-type: none"> Any member of the public with enquiries about the project. Be available on the Project website in a web accessible format. 		
Frequently Asked Questions (FAQ's)	A resource for quick, accurate response to enquiries	<ul style="list-style-type: none"> All stakeholders, businesses, residents and the wider community. 	<ul style="list-style-type: none"> As required 	<ul style="list-style-type: none"> Will contain contact details including 24-hour information line Translation services
Site signage, wayfinding, hoarding and fencing	<p>Site signage is used to identify the project and provide contact information.</p> <p>Wayfinding signage will be used to direct pedestrians, commuters and vehicles around the construction sites.</p> <p>Branded hoarding and fencings banners will identify the Project and provide contact information.</p>	<ul style="list-style-type: none"> Local businesses and community Wider community Motorists Commuters Pedestrians Cyclists 	<ul style="list-style-type: none"> Project commencement Ongoing An Aboriginal artist will be engaged to develop hoarding signage for the Tempe construction site only, in consultation with Transport. 	<ul style="list-style-type: none"> All branding and logos will be consistent with and comply with the Transport Brand Style Guidelines
Online / digital tools				

Communication tool	Description	Audience / Key Stakeholders	Frequency and timing	Tool specification
Animations	Animation to visually explain our construction activities and their impacts including traffic detours. The animation could provide a fly-over experience and be uploaded to the interactive portal and a Mobile app.	<ul style="list-style-type: none"> All stakeholders, businesses, residents and the wider community. 	<ul style="list-style-type: none"> Ongoing – traffic detours and project development. Project website. 	<ul style="list-style-type: none"> All branding and logos will be consistent with and comply with the Transport Brand Style Guidelines Used on the project website, mobile app and presentations
Mobile App - Transport VR (optional)	Mobile app provides a digital platform for all information regarding the Project.	<ul style="list-style-type: none"> All stakeholders, businesses, residents and the wider community. 	<ul style="list-style-type: none"> Ongoing – upload all available data on the project Project iPad 	<ul style="list-style-type: none"> All branding and logos will be consistent with and comply with the Transport Brand Style Guidelines Digital access to notifications, alerts, impacts, work schedules, animations, Time-Lapse footage, photos etc.
QR Codes	The code can be easily generated, printed and placed around the Project area and on our notifications. The code would be scanned using a smartphone and would allow access to a URL, a telephone number, a bit of	<ul style="list-style-type: none"> All stakeholders, businesses, residents and the wider community. 	<ul style="list-style-type: none"> Ongoing – the message or link from the code could be updated, as required 	<ul style="list-style-type: none"> All information provide will comply with the Level AA accessibility requirements in the Web Content Accessibility Guidelines (WCAG 2.0)

Communication tool	Description	Audience / Key Stakeholders	Frequency and timing	Tool specification
	text, augmented reality viewer or other data.			
Social media	<p>Provide regular editorial information on construction progress, week ahead activities and unexpected changes for distribution through the Project social media channels.</p> <p>Updates to include images and videos.</p>	<ul style="list-style-type: none"> All stakeholders, businesses, residents and the wider community. 	<ul style="list-style-type: none"> As required – use of social media to advertise or alert digital stakeholders of milestones or construction impacts 	<ul style="list-style-type: none"> As a minimum, 180 character updated provided with supporting images and videos During business hours respond to any social media enquiries within 2 hours Outside of business days respond within 2 hours at the start of the next business days
Virtual Community Information Centre (VCIC)	<p>With COVID-19 restrictions a virtual community information centre with access to all project information would allow all community groups and stakeholder access the project team virtually and ask any questions as well as holding community sessions via live streaming.</p>	<ul style="list-style-type: none"> All stakeholders, businesses, residents and the wider community. 	<ul style="list-style-type: none"> Ongoing – design changes and project updates, urban design and landscape plan consultation. Portal 	<ul style="list-style-type: none"> The online VCIC would contain all the same information available in the CIC at the Mascot Office in a digital form All information provide will comply with the Level AA accessibility requirements in the Web Content Accessibility Guidelines (WCAG 2.0)

Communication tool	Description	Audience / Key Stakeholders	Frequency and timing	Tool specification
<p>Website - Interactive portal (www.nswroads.work/sydneygateway)</p>	<p>Information about the project will be uploaded to the Project website. The website will be referenced in all communication materials as a source of information and will be updated on a regular basis.</p> <p>The web portal will enable stakeholders to engage with the information they want to receive rather than a blanket letterboxed notification, thus making for more relevant and accessible information.</p> <p>Information will include:</p> <ul style="list-style-type: none"> • Description of the Project • Project information including: • Description, current status and timing • Implementation status • Newsletters • Digital notifications • Up-to-date project information 	<ul style="list-style-type: none"> • All stakeholders, businesses, residents and the wider community. 	<ul style="list-style-type: none"> • Ongoing updates and monthly reviews. 	<ul style="list-style-type: none"> • All information provide will comply with the Level AA accessibility requirements in the Web Content Accessibility Guidelines (WCAG 2.0)

Communication tool	Description	Audience / Key Stakeholders	Frequency and timing	Tool specification
	<ul style="list-style-type: none"> • Graphics and images on the project background and progress • Copies of relevant documents listed in C0A A1 • Copies of relevant reports and documents related to any modifications • A copy of the Ministers Approval (and modifications to this approval) • A copy of the statutory approvals, licences and permits etc • Final versions of each document required under the terms of the Ministers Approval • Photos, images and maps • Links to documents as required under the relevant projects Conditions of Approval • Contact information 			

Communication tool	Description	Audience / Key Stakeholders	Frequency and timing	Tool specification
	<ul style="list-style-type: none"> Email subscription service 			
Face-to-face and interactive tools				
Community forums	<p>Issue or location-based forums would be established to enable discussion with interested community members about a matter. These may be environmental management concerns to the relevant communities or a location where work may be very disruptive. The purpose is to provide a mechanism to obtain feedback for the project team as well as an opportunity to discuss the Project or an activity.</p>	<ul style="list-style-type: none"> Community and residents Interest groups Sensitive locations or areas, or where matters need local community input 	<ul style="list-style-type: none"> Ongoing, as required. Meetings or drop-in session would be held several days or several weeks apart, depending on the matter being addressed, at an easy to access location, at a time the interested groups and individuals are likely to be available (e.g. evenings) with a maximum of 6 - 8 meetings. 	<ul style="list-style-type: none"> Agree with Transport to coordinate consultation activities Meeting notes to be uploaded to Consultation Manager within 48 hours CRT representatives to attend meetings (including out of hours)
Community Information Centre (CIC)	<p>A Community Information Centre (CIC) will be established at the Project Office in Mascot. The CIC will be used to:</p> <ul style="list-style-type: none"> Display information about the Project 	All stakeholders, businesses, residents and the wider community.	<ul style="list-style-type: none"> Ongoing - Staffed between on business days or times agreed with Transport. Resourced for longer hours to facilitate peak construction periods or pre-arranged community meetings 	<ul style="list-style-type: none"> A shared office space for members of the Community Relations Team Install interactive displays which includes a 3D visualisation of the construction process,

Communication tool	Description	Audience / Key Stakeholders	Frequency and timing	Tool specification
	<ul style="list-style-type: none"> • Host meetings with key stakeholders and community groups • Provide briefings and presentations on the Project • A centre for people seeking information, providing feedback or a complaint • Toolbox talks and meetings • School and community organised visits. 		<ul style="list-style-type: none"> • Equip with <ul style="list-style-type: none"> • display materials • plans • photographs • artists impressions • interactive touch screen displays • relevant digital communication tools (e.g. iPad) to display 3D model visual assets 	<p>simulations of tunnelling and excavation activities, photographs, videos, pieces of equipment, details of environmental protection work and sustainability initiatives</p>
Community information sessions	<p>Held to provide information and updates about the project. Sessions also used to explain the current stage of construction and what the community can expect.</p>	Local businesses and community.	<p>As required.</p> <p>Host for three hours each session, after hours in part, with provision for LOTE and CALD community members, use innovative technologies to minimise paper use, and hosted by CSEM, CRT and other JHSWJV personnel as required by Transport.</p> <p>Register attendees, provide for digital and postage paid feedback,</p>	<ul style="list-style-type: none"> • Provide CRT representatives to provide an update on the project • Obtain Transport approval for attendance at any promotional displays, local events or activities • Materials to provided including photographs, machinery and other items as required

Communication tool	Description	Audience / Key Stakeholders	Frequency and timing	Tool specification
			provide a description of issues raised in monthly report and enter into contacts database.	<ul style="list-style-type: none"> Any reference to Sydney Airport would be approved by a Sydney Airport representative
Community and stakeholder meetings	Discuss project activities, including work in progress, upcoming activities and any issues. Meetings will also be used to discuss potential impacts and any proposed mitigation measures.	Local, State and Federal Government Regulatory authorities Community action groups Business groups Nearby property owners Wider community	As required.	<ul style="list-style-type: none"> Agree with TfNSW to coordinate consultation activities Meeting notes to be uploaded to Consultation Manager within 48 hours CRT representatives to attend meetings (including out of hours)
Door knocking	Used to discuss potential impacts of the project on highly impacted stakeholders, especially residents and businesses directly impacted by construction activities. Written project information updates will be provided when no one is home.	Directly affected residents and businesses	<ul style="list-style-type: none"> Ongoing (minimum five (5) days before construction active – for out of hours work, road closures and milestone activities 	<ul style="list-style-type: none"> Door knocks and feedback recorded in Consultation Manager
Key stakeholder meetings	The CSEM will participate in the following meetings with Transport:	<ul style="list-style-type: none"> Transport Sydney Airport Customer Journey Management (TMC) 	<ul style="list-style-type: none"> Ongoing (as required) - Transport will make arrangements for 	<ul style="list-style-type: none"> Agree with TfNSW to coordinate consultation activities

Communication tool	Description	Audience / Key Stakeholders	Frequency and timing	Tool specification
	<ul style="list-style-type: none"> • Communication and Engagement Group meetings with Transport and Sydney Airport • Sydney Airport Precinct Customer Information Work stream involving Sydney Airport, Transport, CJM and CJP • Any other meetings as requested by Transport 	<ul style="list-style-type: none"> • Customer Journey Planning (SCO) 	attendance at the meetings.	<ul style="list-style-type: none"> • Meeting notes to be uploaded to Consultation Manager within 48 hours • Attendance at meetings may include out of hours
Public / Mobile displays	<p>Public displays in accessible locations in key areas around the Project area to inform the community about the Project.</p> <p>This will also reach transient communities who do not have local knowledge.</p> <p>Display locations may include local council offices, libraries, Sydney Airport, local shopping centres, community facilities, CIC, locations in</p>	<ul style="list-style-type: none"> • All stakeholders, businesses, residents and the wider community. 	<ul style="list-style-type: none"> • Ongoing (two public displays per quarter or when required for milestones event) – Project kick off and advice of design changes, project milestones and high impact events. 	<ul style="list-style-type: none"> • Provide CRT representatives to provide to man public / mobile displays • Obtain Transport approval for attendance at any promotional displays, local events or activities • Materials to provided including photographs, machinery and other items as required • Any reference to Sydney Airport would

Communication tool	Description	Audience / Key Stakeholders	Frequency and timing	Tool specification
	or near impacted communities.			be approved by a Sydney Airport representative
Site Tours / Visits	To inform select stakeholders about the project's progress and any key milestones or activities taking place.	<ul style="list-style-type: none"> • Key stakeholders • Media • Wider community 	<ul style="list-style-type: none"> • As required 	<ul style="list-style-type: none"> • Approval obtained from Transport for site tours of more than five (5) people or including elected Government representatives, media representatives, community groups or industry advocates. • A CRT member will be responsible to coordinating and managing site tours and visits. • Visitor safety plans will be developed and implemented including site inductions, protective clothing, sunscreen and water, as required.
Site tours arranged by Transport	Tours arranged by Transport to for interested stakeholders to show project construction progress.	<ul style="list-style-type: none"> • Key stakeholders • Government representatives • Media 	<ul style="list-style-type: none"> • As required. 	<ul style="list-style-type: none"> • Transport will provide at least ten (10) business days in advance of a site tour. Transport will notify JHSWJV (10)

Communication tool	Description	Audience / Key Stakeholders	Frequency and timing	Tool specification
				<p>Business Days in advance of a site tour.</p> <ul style="list-style-type: none"> • A CRT member will be responsible to coordinating and managing site tours and visits. • Safety inductions will be conducted for all site tour as well as a visitor safety plan. • A representative will accompany the tour, with appropriate knowledge of the site. • Protective clothing, sunscreen and water, will be provided for all visitors.
Additional site access	<p>Site access will be provided to facilitate key activities including:</p> <ul style="list-style-type: none"> • Media events and opportunities • Photoshoots and filming • Visits by key stakeholders such as Members of Parliament 	<ul style="list-style-type: none"> • Transport • Key stakeholders • Government representatives • Media 	<ul style="list-style-type: none"> • As required. 	<ul style="list-style-type: none"> • Transport will provide at least ten (10) business days in advance of a site tour, detailing: <ul style="list-style-type: none"> • Reason for site access • Whether recording will take place • Access and other requirements

Communication tool	Description	Audience / Key Stakeholders	Frequency and timing	Tool specification
				<ul style="list-style-type: none"> List of people likely to attend In some instances, notice may not be provided in the case of visiting dignitary and a critical media response Safety inductions will be conducted for all site tour as well as a visitor safety plan. A representative will accompany the tour, with appropriate knowledge of the site. Protective clothing, sunscreen and water, will be provided for all visitors, if required.
Visualisations and Artists Impressions	Visualisations and artists impressions showing key features of the Project will be provided including site arrangements during construction and infrastructure operation.	<ul style="list-style-type: none"> All stakeholders, businesses, residents and the wider community. 	<ul style="list-style-type: none"> Available at the Community Information and Virtual Community Information Centre once the design is finalised. Be current and updated within three (3) weeks of any changes. 	<ul style="list-style-type: none"> All visualisations and artist impressions (video and stills) will be supplied as required by Transport of site arrangements and infrastructure during construction. Must be suitable for communicating to local communities and

Communication tool	Description	Audience / Key Stakeholders	Frequency and timing	Tool specification
				stakeholders, consider sensitivities <ul style="list-style-type: none"> Supplied in high resolution PDF or JPEG format, suitable for printing
Notifications				
Community notifications	Community notifications will be prepared and distributed to ensure impacted stakeholder and the community are aware of upcoming activities that could potentially impact. <p>Notifications will be for:</p> <ul style="list-style-type: none"> work required outside normal work hours (out-of-hours work) noisy work traffic changes including construction traffic increase, heavy vehicle movements, restrictions, temporary detours temporary road closures and traffic switches. pedestrian and cycle way changes including 	<ul style="list-style-type: none"> Nearby and potential impacted businesses and residents within 500m radius of each site. 	<ul style="list-style-type: none"> 7 days prior to works commencing / continuing. 	<ul style="list-style-type: none"> Double sided, full colour in plain English supported by maps, images and drawings (as required), project contact details and provide information on translation services Upload to the Project interactive portal within six (6) hours of its distribution. Compliant with W3C Web Content Accessibility Guidelines (WCAG). Any reference to Sydney Airport would be approved by a Sydney Airport representative.

Communication tool	Description	Audience / Key Stakeholders	Frequency and timing	Tool specification
	<p>closures and diversions</p> <ul style="list-style-type: none"> • the amenity of local residents including noise, smell, vibration generating activities, air quality and visual amenity • local businesses, including hotels • journey times in the airport precinct (delays) • significantly disrupt the use of residences and business premises • access arrangements for properties • early work <p>The specific stakeholder notification area is variable from activity to activity and will be determined by several factors including:</p> <ul style="list-style-type: none"> • Location of the activity in relation to residences, sensitive 			

Communication tool	Description	Audience / Key Stakeholders	Frequency and timing	Tool specification
	<p>receivers and businesses.</p> <ul style="list-style-type: none"> • The potential impact work may have such as noise, dust, access, traffic changes and other work activity. • The type and frequency of the activity being carried out. • The time of day or night the activity is being carried out (this will include any out of hours works proposed). • The duration of the activity. • The type of equipment that is being used; and • The direct or indirect impact that is predicted or level of interest in an activity, such as utility works on local streets or traffic delays to the wider network. 			

Communication tool	Description	Audience / Key Stakeholders	Frequency and timing	Tool specification
	<p>In addition, the stakeholder notification area is also dependant on the results of specific modelling. This includes Construction Noise and Vibration Impact Statements (CNVIS) produced by a specialist noise and vibration consultants. CNVIS's are used to identify the notification catchments and level of impact predicted for a specific activity.</p>			
Early work notifications	<p>Early works notifications are used to notify of upcoming survey, geotechnical and contamination investigations</p>	<ul style="list-style-type: none"> Residents and businesses within 500 metres of the subject activity 	<ul style="list-style-type: none"> Ongoing (minimum of five (5) business days prior to relevant works commencing 	<ul style="list-style-type: none"> Notifications will be delivered by letterbox drop Information will include the work and the schedule of work
Emergency works notifications	<p>Emergency works notifications are used in the event of unplanned work required to avoid injury or the loss of life, to avoid damage or loss of property or to prevent environmental harm.</p>	<ul style="list-style-type: none"> Notify ER, Planning Secretary and EPA of the need and the reasons for the work. Notify stakeholders directly impacted by noise and/or vibration, and those adjacent to the emergency works, 	<ul style="list-style-type: none"> Where possible, two (2) hours' notice prior to commencement of emergency works. 	<ul style="list-style-type: none"> Notifications will be delivered by doorknock within two hours of commencing the work

Communication tool	Description	Audience / Key Stakeholders	Frequency and timing	Tool specification
	Delivered by doorknock or email if the stakeholder is registered.	including the likely impact and duration.		
Out-of-Hours Work (OOHW flyer) Notification	Notification of works required to be undertaken outside standard construction hours. Specify respite periods based on outcomes of consultation with residents.	<ul style="list-style-type: none"> • Local community • Directly affected residents and businesses • Active transport users 	<ul style="list-style-type: none"> • Ongoing (minimum of five (5) business days prior to relevant works commencing) 	<p>They will set out the:</p> <ul style="list-style-type: none"> • Dates for work to commence, including the duration of works and construction hours • Potential impacts such as noise, dust, restriction to access • Project contact details (including phone number, email address, and postal address) • Double sided, full colour in plain English supported by maps, images and drawings (as required), project contact details and provide information on translation services • Upload to the Project interactive portal within six (6) hours of its distribution. • Compliant with W3C Web Content

Communication tool	Description	Audience / Key Stakeholders	Frequency and timing	Tool specification
				Accessibility Guidelines (WCAG).
Text messages	Provide fast, easy and short messaging to stakeholder highlighting work impacting their property.	<ul style="list-style-type: none"> Registered stakeholders 	<ul style="list-style-type: none"> As required 	<ul style="list-style-type: none"> A set of agreed short message to registered stakeholders on works that may impact them including traffic changes
Utility work notification	Used to inform directly affected residential properties or businesses of the impacts due to utility works.	<ul style="list-style-type: none"> Potentially affected residents, businesses and stakeholders. 	<ul style="list-style-type: none"> 7 days prior to works commencing 	<ul style="list-style-type: none"> Notifications may include emails, letterbox drops, doorknocks, website update, meetings Double sided, full colour in plain English supported by maps, images and drawings (as required), project contact details and provide information on translation services Upload to the Project interactive portal within six (6) hours of its distribution. Compliant with W3C Web Content Accessibility Guidelines (WCAG).

Communication tool	Description	Audience / Key Stakeholders	Frequency and timing	Tool specification
				<ul style="list-style-type: none"> Any reference to Sydney Airport would be approved by a Sydney Airport representative.
Advertising and media				
Advertisements for construction activity, displays and consultation <ul style="list-style-type: none"> Print Radio Digital 	Advertisements for work that will significantly affect the community including: <ul style="list-style-type: none"> Detours, significant traffic disruptions, or significant changes to traffic arrangements. Planned out-of-hours work. Consultation on key management plans such as the UDLP, public displays, consultation and activities. Community Information Centre. Public displays and information sessions. 	Project wide & indirectly affected public including: <ul style="list-style-type: none"> local community directly affected residents and businesses motorists cyclists pedestrians 	<ul style="list-style-type: none"> Publish immediately prior to the commencement of the activity being advertised. Publish in alignment with target audiences. Immediate advice to Transport if any part of the advertisement needs to be changed or varied, making it substantially incorrect. Media may include: <ul style="list-style-type: none"> Sydney Morning Herald Daily Telegraph Inner West Courier Relevant language newspapers 2GB, 2BL, ABC Radio Sydney, Channels 7,9, 10, ABC 	<ul style="list-style-type: none"> Submit to Transport a minimum of five (5) business days prior to the proposed booking deadline, unless otherwise agreed. Submission to Transport for approval will include: <ul style="list-style-type: none"> Planned publications and distribution outlets. Artwork for print and digital advertisements and Draft radio script Digital placements in local newspapers that cover the geographic areas of the construction activities Advertisement types: <ul style="list-style-type: none"> print publications

Communication tool	Description	Audience / Key Stakeholders	Frequency and timing	Tool specification
				<ul style="list-style-type: none"> • broadcast • radio • online/digital • Design using appropriate Transport branded templates.
Media releases	Media releases containing information about relevant milestones including start of construction and progress.	<ul style="list-style-type: none"> • All 	<ul style="list-style-type: none"> • Project commencement • Major milestones 	<ul style="list-style-type: none"> • Media releases may only be issued by Transport Media team or the Minister's office
Community outreach program				
Education about construction sites	Opportunities for education within the community about the construction of the Project and construction sites will be integral to the community engagement.	<ul style="list-style-type: none"> • Local community groups and interest groups • Schools and educational institutions 	<ul style="list-style-type: none"> • Ongoing, duration of the Project. • Meetings • Presentations • Site tours 	<ul style="list-style-type: none"> • A program will be established that will include local schools and educational institutions such as TAFE and Universities, and local interest / community groups. • The program would include presentations and site tours.
Interpreter services	Translators and interpreters will be engaged to support key communication, ensuring	LOTE and CALD	Ongoing – as required Translation services	<ul style="list-style-type: none"> • Information provided to Transport

Communication tool	Description	Audience / Key Stakeholders	Frequency and timing	Tool specification
	messaging is conveyed to all community members. LOTE and CALD engagement will also be addressed in Communication and Engagement Implementation Plans.			
Traffic communication				
Live traffic alerts	Provide fast, easy and short messaging to motorists to warn and inform them of traffic changes due to construction work.	<ul style="list-style-type: none"> Project wide 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Wording to be agreed by Transport Uploaded by JMC (formerly TMC) to Live Traffic website
Signage	Information and directional signage at the location of the traffic change to advise road users / pedestrians of alternative paths and duration.	<ul style="list-style-type: none"> Motorists Cyclists Pedestrians Wider communities 	<ul style="list-style-type: none"> As required 	<ul style="list-style-type: none"> Wording to be agreed by Transport Installed by JHSWJV
Variable message signs (VMS)	A variable message sign/s will be used as required as a static communication tool to keep the community informed about construction activities including, but not limited to changes to	<ul style="list-style-type: none"> Road users Wider communities 	<ul style="list-style-type: none"> As required 	<ul style="list-style-type: none"> Wording to be agreed by Transport Uploaded by JHSWJV

Communication tool	Description	Audience / Key Stakeholders	Frequency and timing	Tool specification
	traffic and construction activities.			

8 Complaint management system

8.1 Purpose

Complaints are an important feedback mechanism and include any interaction with a community member or stakeholder who expresses dissatisfaction with the Project, construction activities, personnel, or government policy.

Each complaint will be treated as an individual matter and we will work with the complainant to resolve their issue.

The Complaints Management System will be prepared and implemented before commencement of any work and maintained for the duration of construction and for a minimum of 12 months following completion of the Project.

Where a complainant indicates they are unsatisfied with the actions taken or the complaint cannot be satisfactorily resolved, the CRT will escalate the complaint to Transport. The team will then work with and at the direction of Transport to resolve the issue, in accordance with the agreed complaints management process outline below. This may include involving a Community Advocate.

The community will be notified of the Project contact details in all communication material. Complaints may also be made via telephone, in writing, face to face on site, or via third parties. Complaints relating to environmental matters made by members of the public to the Environmental Protection Authority (EPA) will be treated as environmental incidents and managed in accordance with the Incident Management Procedure JH-MPR-SQE-010.

The Complaints Register will be provided to the Planning Secretary upon request, within the timeframe state in the request.

The website, complaints register and complaints management are established and operating.

8.2 Description of complaints, feedback and enquiries

Complaints may include any interaction with a community member or stakeholder who expresses dissatisfaction with the project, policies, contractor's services, staff members, construction activities or proposed activities for the Project.

The complaints escalation and mediation management process is detailed in Appendix B.

8.2.1 Classification of complaints

There are two categories for reporting complaints:

- Unavoidable complaints
- Avoidable complaints

8.2.1.1 Unavoidable complaints

Unavoidable complaints include a stakeholder's opposition to the Project, government policy or issues within project planning approvals.

For example, a complaint about:

- noise generated at night when planning approval has been granted for night work and noise generated is within approved criteria.

- how traffic is being controlled when the approved Traffic Management Plan is being implemented.

8.2.1.2 Avoidable complaints

Complaints about issues outside planning approval, or a commitment that has been given to the community or stakeholders. These commitments may be contained in staff inductions or written notifications.

For example, a complaint about:

- noise at night where work being performed is outside the approved criteria, such as work outside approved (or notified) construction hours or approved noise levels.
- how traffic is being controlled (when the approved Traffic Management Plan is not being implemented).
- poor worker behaviour, such as littering, swearing, driver behaviour, when an induction has specified that behaviour is not acceptable.

8.2.1.3 Description of feedback and enquiries

JHSWJV will classify feedback in accordance with AS/NZS 10002:2014 Guidelines for Complaint Management in Organisations which defines feedback as “opinions, comments and expressions of interest or concern, made directly or indirectly, explicitly or implicitly to or about the organisation, its products, services, staff or its handling of a complaint”.

Throughout the duration of the project, stakeholders and the community may request information about the project. All enquiries received by personnel working in site offices and on site will be forwarded to the CRT, who will contact the stakeholder or community member directly. The CRT will work to resolve the enquiry in a timely manner, drawing on support from the JHSWJV project team, and Transport’s Communication and Stakeholder Engagement Team, where required.

8.3 Responsibilities

Complaints, feedback and enquiries management is the responsibility of all team members who encounter the community and stakeholders.

The CSEM is the designated complaints handling management representative for the project. The CRT members are responsible for the:

- Manage the 24-hour community information line and answer all phone calls to the community information line.
- Develop and implement procedure for managing and resolving stakeholder and community complaints, feedback and enquiries directed to the Project team.
- Investigate and determine the source of a complaint within a timely fashion, including a call to the complainant (when contactable by phone).
- Provide an acknowledgement to all complaints and enquiries within two hours.
- Close out complaints and enquiries within 10 days.
- Keep the complainant informed of the process until the complaint is resolved where possible.
- Inform Transport of complaint, as required.
- Escalate complaints in accordance with the Complaints Management Procedure
- Record all complaints in Consultation Manager within 24-hours.

A Community Advocate will be appointed to support people who are unsure about the role of JHSWJV and the Project. Their role is to:

- Be independent from the Project team.
- Follow up on any complaint when requested by the Environmental Representative.
- Review and assist with the resolution of disputes.
- Notify and seek approval from Transport and/or JHSWJV before attending any meetings or briefings with the community and stakeholders.
- Make recommendations to address complaints, resolve disputes or mitigate against future complaints or disputes.
- Provide a recommendation to the Environmental Representative, Transport and JHSWJV senior management on whether further action is required to resolve the issue

8.4 Receiving complaints, feedback and enquiries

The CRT has established the following tools for receiving complaints, feedback and enquiries from the community. As per CoA B8, the complaints management system and communication tools and processes are to be implemented before the start of any work and will be maintained for the duration of construction and for a minimum 12 months following completion of construction of the Project. The tools are listed in the following table.

Table 8: Tools and purpose

Tool	Purpose
Community information line	The community information line (1800 654 446) - staffed 24 hours a day, seven days per week. During construction a member of the CRT will be available 24 hours a day to receive and respond to complaints and during business hours to receive feedback and enquiries. A message will be taken from the stakeholder or community member if a member of the team is not immediately available to respond to the call (for example if they are on another call). The message will be acknowledged or responded to in the timeframes required.
Community email address	The email address (SydneyGateway@jhs.com.au) allows stakeholders and community members to have access to the Project construction team. The team will provide an initial written response to email complaints within eight hours (or during the next business day if received out of hours) and provided within 10 business days if the complaint cannot be resolved in the initial contact. For Feedback and enquiries, the CRT will respond to emails within five business days.
Community Relations Team Post Box	This postal address (10 Bourke Road, Mascot, NSW, 2020) allows stakeholders and community members to have access to the Project team through traditional mail. The team will provide an initial or follow-up verbal response within 24 hours via email or a phone call (if details re provided) or will post a written response within 10 business days if the complaint cannot be resolved in the initial contact.
Project website	The interactive portal has the relevant project contact details for stakeholders and community members to provide a

Tool	Purpose
	complaint, feedback or an enquiry (nswroads.work/sydneygateway).
Community Information Centre	The Community Information Centre will be used by stakeholders and community members to discuss issues with the CRT and gain more information on the Project. Stakeholders and community members can also raise a complaint, feedback or an enquiry. Feedback forms will be available. A registration form will be available to record all attendees and visitors at the Community Information Centre to record in the Consultation Manager database. Any outstanding actions from the visit will be assigned to a CRT member for further action or response within the appropriate timeframe.
Community inductions for workforce	Ensure complaints, feedback and enquiries are referred to the community team in a timely manner – whether received on the work site or at any Project location.

8.5 Complaints management procedure

All complaints received will be acknowledged in the agreed timeframes according to the form of the communication received.

A member of the CRT will receive, acknowledge, record, track and resolve all complaints with the specific timeframe outlined in the following table.

All complaints will be recorded in the Complaints Register and Consultation Manager.

Table 9: Complaints management procedure

Process	Response time
All complaints received via the community information line (1800 654 446) or Project email address (SydneyGateway@jhsw.com.au) or in person	Acknowledge – phone calls within two hours, emails within 48 hours
Written response to complainants and enquirers if the complaint or enquiry cannot be resolved by the initial or follow-up verbal response	Within in 10 business days
The CRT will record, and track representations made by the community and stakeholders. All representations will be acknowledged and responded to. A report will be provided on the status of responses to representations in the monthly report, including average and maximum times taken to respond.	Acknowledge within 48 hours, respond within five (5) business days and report monthly
If a member of the public is not satisfied with the response to a complaint provided and the process in section 8.5 and Appendix B has been followed, they can submit an application in writing to the Community Advocate to review the response.	The Community Advocate must respond within 28 days or another specified timeframe agreed on between the Community Advocate and the

Process	Response time
	member of the public

Following is the Complaints Management Process flow chart:

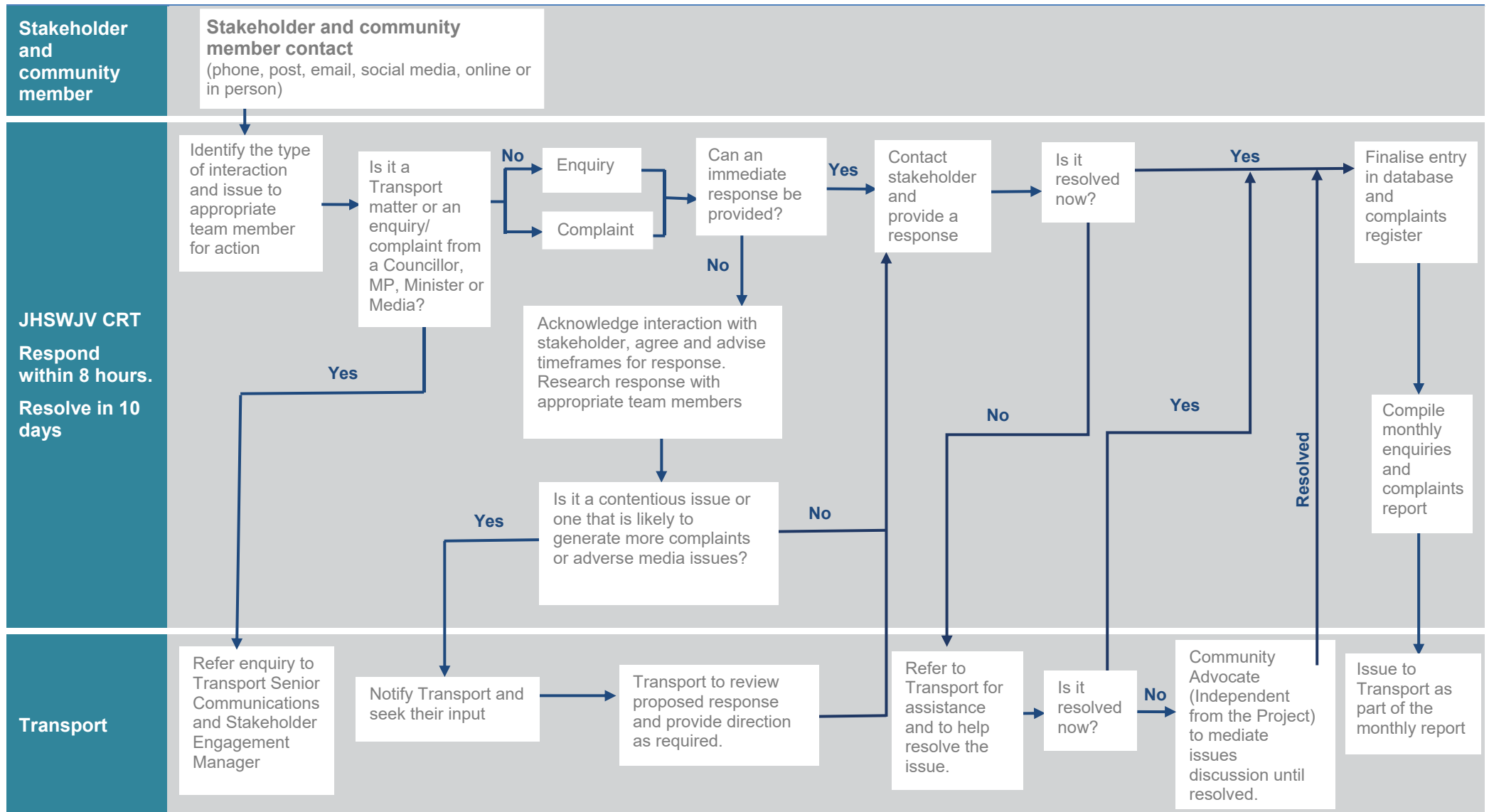


Figure 6: Complaints Management Process flow chart

8.6 Complaints escalation and resolution

The situation may arise where a stakeholder or community member disputes JHSWJV's management of environmental impacts, the delivery of the Project or is not satisfied with the response provided to a complaint, enquiry or feedback.

In the first instance the CRT will seek to resolve the issue and / or complaint with the community member or stakeholder. Where the issue cannot be resolved by the CRO, or the member of the public or a stakeholder continues to be dissatisfied with the response provided to a complaint, enquiry or feedback, this would be escalated, in accordance with the Complaints Escalation and Mediation Procedure in Appendix B.

If the complaint is not resolved by JHSWJV and/or Transport, it will be referred to the Environmental Representative to assist in the resolution. If needed, the dispute may be referred to a Community Advocate.

Recording complaints and enquiries in Consultation Manager.

All complaints, feedback and enquiries received are recorded in the stakeholder database Consultation Manager to enable management of the complaint, feedback or enquiry and monitoring of response times.

Through the Consultation Manager reporting tools, the CSEM will regularly monitor the adequacy of responses, including incoming and outgoing responses and timeframes.

In addition, Transport will regularly monitor all entries into Consultation Manager whether they be complaints, feedback and enquiries to ensure an adequate response has been provided.

The system will be maintained for a minimum of 12 months following the completion of construction of the Project.

JHSWJV will maintain a Complaints Register and record the details on Consultation Manager will include:

- Number of people affected in relation to the complaint.
- Date and time of the complaint.
- Type of communication (phone, email, representation, letter, other).
- Name, address and contact number of complainant/complainants.
- Nature of the complaint.
- Action and means by which the complaint was addresses, including follow up contact with the complainant.
- Details of whether resolution was reached.
- Details of whether mediation was required.
- If no action taken, the reason(s) why no action was taken.
- Any monitoring to confirm that the complaint has been satisfactorily resolved.

The Complaints Register will be provided to Transport by 9am each Monday (or the next business day if Monday is a Public Holiday) and report on the receipt and responses to complaint in the monthly report. The complaints register will be provided to the Secretary of the Department of Planning, Industry and Environment upon request (as per CoA B10), within the timeframe stated in the request.

Complaints will be monitored on a weekly basis to determine if there are emerging issues (refer to Section 10.)

9 Other requirements

9.1 Media liaison and community events

JHSWJV will immediately notify Transport's Senior Stakeholder Engagement and Communications Manager of any approach by the media (including industry magazines). Details will be recorded and passed to Transport. These will include:

- Name and/or organisation.
- Return contact details (phone number / email address).
- Nature of the enquiry.
- Timeframe they are working to / deadline.

All media materials and response to enquiries will be approved by Transport.

JHSWJV will not release information about the Project activities to the media, political representatives or their staff. If JHSWJV is approached by a government representative, they will immediately refer them to Transport.

JHSWJV will ensure all its personnel and all personnel engaged on the Project are aware of, and abide by, the requirements of this CS. Evidence of compliance with this requirement will be provided monthly progress reports.

JHSWJV will immediately (within 15 minutes of becoming aware) notify Transport of any issues, incidents or activities that may result in media or social media attention or attention from elected representatives.

The CRT will assist the Transport's Communication and Stakeholder Engagement Team to update its project activities schedule on a regular basis to ensure visibility of upcoming major milestones, including (but not limited to): start of site establishment work; property and vegetation clearing activities; start of site investigations; traffic changes, disruptions and traffic switches; any other major milestones; and the opening of the Project or any stage of the Works.

Transport will manage all official media events and will be responsible for coordinating community, media and political participation in such events, in consultation with JHSWJV.

Opportunities for media events, including the achievement of other project milestones will be discussed with Transport at least 20 Business Days prior to the expected event.

9.2 Traffic and transport communication

JHSWJV will provide communication packages for major traffic changes or disruptions for approval. The packages will be prepared in consultation with Transport, and in compliance with the Traffic and Transport Management Plan. JHSWJV will deliver traffic-specific communications, including but not limited to:

- Regular updates including impacts of the Works on the road network and traffic systems via the notification process outlined above. This may include such changes as on-street parking conditions, planned impacts to traffic lanes and turn movements, changes to bus routes, frequency and pedestrian and cyclist access routes.
- Forward work schedules
- Regular engagement with Sydney Airport and other stakeholders
- Temporary driver advisory advance notice and directional signs.

- Temporary signage at bus stops detailing changes to bus routes or revised bus stop locations due to Works.
- Temporary signage - static and VMS detailing any changes to pedestrian and cyclist access and alternate routes around construction sites.
- Radio or newspaper advertising detailing significant traffic changes (where appropriate).
- The web portal will detail changes to traffic conditions. This may include such changes as on-street parking conditions, planned impacts to traffic lanes and turn movements, changes to bus routes, frequency and pedestrian and cyclist access routes.
- Up-to-date traffic information on display at the Community Information Centre and at community information sessions/pop-ups.

Further email and phone follow up with the community to receive comments and provide more explanation (if required) relating to traffic conditions associated with construction activities.

9.3 Place, design and landscape plan

JHSWJV will develop a Place, Urban Design and Landscape Plan for the project. Community and stakeholder consultation and engagement will be undertaken to provide information and gain feedback on the plan. A Communication and Engagement Implementation Plan will be prepared that will outline the approach, tools and timing of the engagement process.

9.4 Property surveys and issues rectification

Property condition surveys will be undertaken for properties located near the construction work. Property condition surveys will be carried out in two stages: pre-construction and post-construction, in an effort to provide comparative written reports to both property owners and Project teams.

Property owner will receive an initial letter of offer, with two follow up reminders.

The property condition survey will be carried out by an independent assessor. Once the survey has taken place, a report will be compiled, and a copy emailed to the property owner (hard copy will be provided on request).

At the end of construction, if there is damage to a property as a result of the work, it will be rectified at no cost to the property owner.

9.5 Business management plans

Adjacent to the Project construction area a number of businesses that will be impacted by the construction work. Business Management Plans will be prepared in consultation with the business owners to identify issues and seek agreement on environmental management measures. The plans would be developed on a case-by-case basis and will detail specific feasible and reasonable measures to keep the business operating. These could include maintaining access during business hours, and alternative arrangements when access and visibility cannot be maintained.

9.6 Community legacy

JHSWJV will develop a Community Program to enable a long-term positive legacy for communities in the project area. This will be undertaken in consultation with Transport.

The CRT will:

- Identify opportunities and initiatives for the Community Program.
- Promote the Community Program through the outreach and other engagement activities.
- Fund opportunities identified for the Community Program.

9.7 Training and induction

All personnel working for JHSWJV will be inducted in community relations obligations. Where required, site specific community relations training will be undertaken to highlight issues and sensitive receivers. The purpose is to raise awareness of community relations requirements and behaviour.

All personnel will be:

- Trained on how to respond to community and stakeholder queries.
- Trained in the community relations obligations.
- Be made aware of and abide by the requirements for the release of information.
- Advised on the identity of the community within which they are working prior to their involvement in activities.

Community relations focussed tool-box talks will be undertaken on a quarterly basis, or as required, in response to key changes, identified issues or requests by Transport.

Relevant obligations outlined in this CS will be included in the site induction for all personnel engaged in JHSWJV Project activities.

Records of personnel training and induction in community obligations will be provided as part of the stakeholder and community relations monthly report.

CRT personnel will be available one day per quarter for Transport training.

10 Reporting, monitoring and evaluation

10.1 Continual improvement

The overarching goal of JHSWJV is to proactively and effectively inform, consult, engage and involve the community and stakeholders to minimise construction impacts and risks. To achieve this goal, the CSEM will facilitate the process of continual improvement using a three-tiered approach: identification, monitoring, and evaluation.

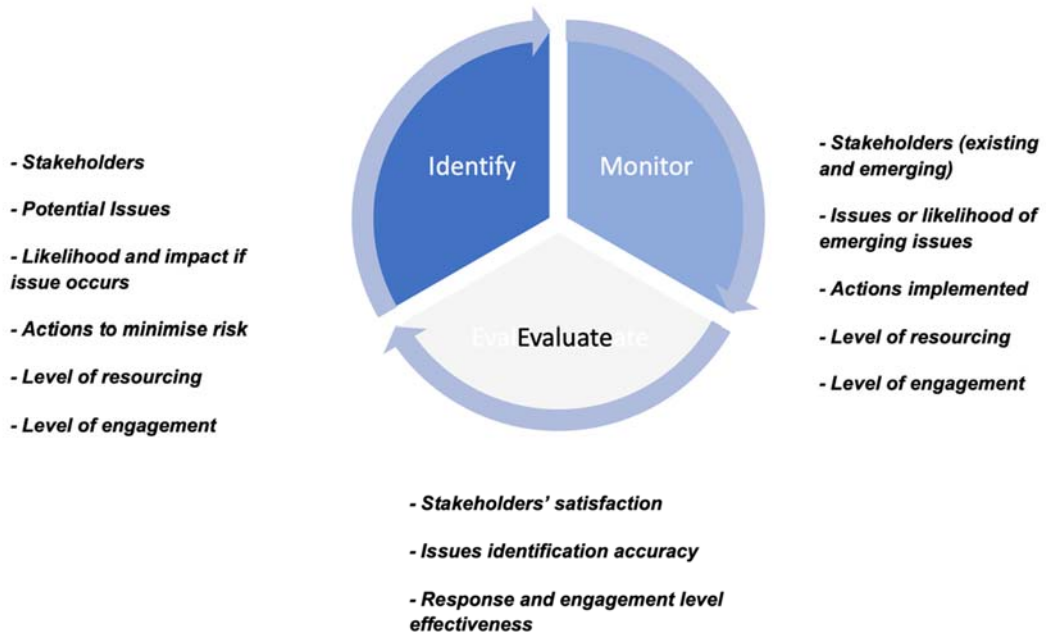


Figure 4: Continual improvement flow chart

10.2 Audit and review

The CSEM will monitor the performance and effectiveness of the communication and engagement activities on a regular basis. The CSEM will modify processes and communication channels following any feedback or issues identified in the monitoring process.

Auditing and audit reporting will be undertaken in accordance with the document *Independent Audit, Post Approval Requirements* (DPIE, 2020).

Performance indicators that will be monitored include the responsiveness and effectiveness of communication with the community and stakeholders as well as information flow.

Key elements of the evaluation will include examining the adequacy of the CS and its implementation in achieving the intent of the consultation as evidenced by the:

- Availability, quality and distribution of information about the Project to the local community and stakeholders.
- Currency and accuracy of the enquiries and complaints management system.
- Nature of issues / complaints raised, and level of responsiveness and appropriateness of action taken by the Project team.

- Response timeframes.
- Quality of reporting.
- Feedback received on the value of updates and other public information, responsiveness of the construction team and attendance at community information sessions or meetings with stakeholders.

In addition, the CS will be periodically reviewed in accordance with the Project Compliance Tracking Environmental Audit Program. At a minimum, this will include an Annual Independent Implementation Audit. This audit will address effective communication and stakeholder satisfaction with the aim of ensuring the community is provided with timely information that:

- Supports community participation.
- Is meaningful and relevant.
- Is accessible.
- The community believe their concerns have been considered and addressed.

Appropriate refinements to the final CS will be made in the event any internal review or outcomes of reviews and auditing required by the Compliance Tracking Environmental Audit Program.

10.3 Reporting

Community and Stakeholder Management reporting regime will include:

- Monthly progress report
- Weekly complaints report

11 Appendices

Appendix A - Other CoA requirements and JHSWJV response within this CS

Appendix B – Complaints Escalation and Mediation Procedure

Appendix C - Abbreviations

Appendix A - Other Conditions of Approval and Revised Environmental Management Measures relevant to this Strategy

Reference	Community & Stakeholder Engagement Obligations	CS Reference
A1	The CSSI must be carried out in accordance with the terms of this approval and generally in accordance with the description of the CSSI in the <i>Sydney Gateway Road Project Environmental Impact Statement/Preliminary Draft Major Development Plan</i> (dated November 2019) (the EIS / pdMDP) and the <i>Sydney Gateway Road Project Response to Submissions Report</i> (dated May 2020).	Section 1
A24 © (g)	<p>For the duration of the Work, or as agreed with the Planning Secretary, the approved ER must:</p> <ul style="list-style-type: none"> (a) Receive and respond to communication from the Planning Secretary in relation to the environmental performance of the CSSI (b) Consider and inform the Planning Secretary on matters specified in the terms of this approval. (c) Consider and recommend to the Proponent any improvements that may be made to work practices to avoid or minimise adverse impact to the environment and to the community. (d) Review documents identified in Conditions A9, A15, C1, CS and C15 and any other documents that are identified by the Planning Secretary, to ensure they are consistent with requirements in or under this approval and if so. (e) Make a written statement to this effect before submission of such documents to the Planning Secretary (if those documents are required to be approved by the Planning Secretary) (f) (ii) Make a written statement to this effect before the implementation of such documents (if those documents are required to be submitted to the Planning Secretary / Department for information or are not required to be submitted to the Planning Secretary/Department). (g) Regularly monitor the implementation of the documents listed in Conditions A9, A15, C1, CS and C15 to ensure implementation is being carried out in accordance with the document and the terms of this approval. (h) As may be requested by the Planning Secretary, help plan, attend or undertake audits of the CSSI commissioned by the Department including scoping audits, programming audits, briefings and site visits, but not independent environmental audits required under Condition A29 of this approval. (i) As may be requested by the Planning Secretary, assist the Department in the resolution of community complaints. (j) Assess the impacts of minor construction ancillary facilities as required by Condition A17 of this approval. 	Section 6.4

Reference	Community & Stakeholder Engagement Obligations	CS Reference
	<p>(k) Consider any minor amendments to be made to the CEMP, CEMP Sub-plans, Construction Monitoring Programs and Site Establishment Plans that comprise updating or are of an administrative nature, and are consistent with the terms of this approval and the CEMP, CEMP Sub-plans and Construction Monitoring Programs approved by the</p> <p>(l) Planning Secretary and, if satisfied such amendments are necessary, approve the amendment. This does not include any modifications to the terms of this approval; and</p> <p>(m)(j) Prepare and submit to the Planning Secretary and EESG, EPA, Heritage Council, OPIE Water, where requested by those agencies, for information, an Environmental Representative Monthly Report providing the information set out in the Environmental Representative Protocol under the heading “Environmental Representative Monthly Reports.” The Environmental Representative Monthly Report must be submitted within seven (7) days following the end of each month for the duration of the ER’s engagement for the CSSI.</p>	
A25	<p>The Proponent must provide the ER with all documentation requested by the ER in order for the ER to perform their functions specified in Condition A24 (including preparation of the ER monthly report), as well as:</p> <p>(a) the complaints register to be provided for any complaints received (on any day they are received); and</p> <p>(b) a copy of any assessment carried out by the Proponent of whether proposed work is consistent with the approval (which must be provided to the ER before the commencement of the subject work).</p>	Section 8
A29	<p>The Proponent must undertake auditing and audit reporting in accordance with the document <i>Independent Audit, Post Approval Requirements</i> (DPIE, 2020).</p>	Section 10
A34	<p>The Department must be notified as soon as possible and no later than 24 hours after the Proponent becomes aware of an incident. This initial advice can be via telephone and must identify the CSSI (including the name and application number), time, date, location and nature of the incident</p>	Section 7
C7 (g)	<p>The Landfill Leachate, Gas and Odour CEMP Sub-plan must include:</p> <p>(a) measures to manage landfill gas emissions and limit odours generated during construction so as not to cause offensive odour beyond the boundary of the construction footprint, including site specific action criteria and notification procedures for receivers potentially affected by odour generation;</p> <p>(b) measures to monitor and manage landfill gases accumulating in buildings, basins and subsurface trenches and pits associated with the CSSI;</p>	Section 7 Table 7

Reference	Community & Stakeholder Engagement Obligations	CS Reference
	<p>(c) details of the closure and stabilisation of the impacted area of landfill so it is suitable for its intended uses;</p> <p>(d) methods for the management of leachate including treatment and disposal as well as measures for preventing leachate resulting from Work migrating from the landfill off site;</p> <p>(e) reporting triggers and contingency actions in the event that unacceptable levels of odours, and landfill gases are reached or reported above safe thresholds at the boundary of the construction footprint.</p> <p>(f) reporting triggers and contingency actions should leachate migrate of/site from the landfill or if there is any environmental or health problems caused by leachate.</p> <p>(g) community engagement processes to be undertaken if nuisance odours move beyond the construction boundary;</p> <p>(h) evidence that an EPA accredited Site Auditor has reviewed the Landfill Leachate, Gas and Odour CEMP Sub-plan and has issued an interim audit advice or a Section B Site Audit Statement regarding the appropriateness of the Sub-plan</p> <p>(i) evidence that the Landfill Leachate, Gas and Odour CEMP Sub-plan and the interim audit advice or a Section B Site Audit Statement regarding the appropriateness of the Sub-plan issued by the accredited Site Auditor has been submitted to the relevant council and the EPA and they have no further concern,</p> <p>A copy of any advice or recommendations required by this condition must be submitted to the Planning Secretary for information with the Sub-plan.</p> <p>The Sub-plan must be developed in accordance with the objectives of the existing Voluntary Remediation Proposal (Ref. 26050) approved by the EPA.</p>	
C11	The Noise and Vibration CEMP Sub-plan must be prepared in consultation with businesses that contain noise and vibration sensitive critical working areas that are operational and will be impacted by construction noise and vibration. The Sub-plan must detail how construction would be managed in accordance with Condition E22 to avoid or minimise impacts during sensitive periods.	Section 5
C12	Notwithstanding Condition C11 , the Proponent may implement an existing agreed acoustic framework with a business. The relevant conditions of this approval still apply to any agreed framework.	Section 5
C16	<p>Each Construction Monitoring Program must provide:</p> <p>(i)</p> <p>(a) details of baseline data available;</p> <p>(b) details of baseline data to be obtained and when;</p>	Section 5

Reference	Community & Stakeholder Engagement Obligations	CS Reference
	<p>(c) details of all monitoring of the project to be undertaken;</p> <p>(d) the parameters of the project to be monitored;</p> <p>(e) the frequency of monitoring to be undertaken;</p> <p>(f) the location of monitoring;</p> <p>(g) the timeframes and format for reporting of monitoring results and the agencies that will be provided with copies of the monitoring reports;</p> <p>(h) procedures to identify and implement additional mitigation measures where results of monitoring are unsatisfactory; and</p> <p>(i) any consultation to be undertaken in relation to the monitoring programs.</p>	
<p>E3 Flooding</p>	<p>The CSSI must be designed and constructed to meet the following levels:</p> <p>(a) a maximum increase in inundation time of one hour in a 1% AEP flood event;</p> <p>(b) a maximum increase of 10 mm in inundation at properties where floor levels are currently exceeded in a 1% AEP flood event;</p> <p>(c) a maximum increase of 50 mm in inundation at properties where floor levels would not be exceeded in a 1% AEP flood event; and</p> <p>(d) no inundation of floor levels which are currently not inundated in a 1% AEP flood event.</p> <p>Measures identified in the documents listed in Condition A1, to not worsen flood characteristics or other measures that achieve the same outcomes, must be incorporated into the detailed design of the CSSI. The incorporation of these measures must be reviewed and endorsed by a suitably qualified and experienced person in consultation with directly affected landowners, EESG, NSW State Emergency Service (SES) and relevant councils.</p>	<p>Section 3 Section 5</p>
<p>E16 (i)</p>	<p>Notwithstanding Conditions E14 and E15, Work may be undertaken outside the hours specified in the following circumstances:</p> <p>(a) for the delivery of materials required by the NSW Police Force or other appropriate authority for safety reasons; or</p> <p>(b) where it is required in an emergency to avoid injury or the loss of life, to avoid damage or loss of property or to prevent environmental harm; or</p> <p>(c) where the relevant road authority has advised the Proponent in writing that carrying out Work during the hours specified in Condition E14 would result in a high risk to road network operational performance and a road occupancy licence will not be issued during the hours specified in Condition E14; or</p>	<p>Section 5 Section 7</p>

Reference	Community & Stakeholder Engagement Obligations	CS Reference
	<p>(d) where an approval is required for a controlled activity in accordance with the Airports Act 1996 and the approved time is outside the hours specified in Condition E14; or</p> <p>(e) where the rail authority has advised the Proponent in writing that a Rail Possession is required and approval has been given to complete Work during the rail possession; or</p> <p>(f) where different construction hours are permitted or required under an EPL in force in respect of the CSSI; or</p> <p>(g) where an EPL is not required or in force, Work approved through an Out-of-Hours Work Protocol developed in accordance with Condition E18; or</p> <p>(h) construction that causes:</p> <p>(i) LAeq (15 minute) noise levels no more than 5 dB(A) above the rating background level at any residence in accordance with the Interim Construction Noise Guideline (DECC, 2009), and</p> <p>(ii) LAeq (15 minute) noise levels no more than the 'Noise affected' noise management levels specified in Table 3 of the Interim Construction Noise Guideline (DECC, 2009) at other sensitive land uses, and</p> <p>(iii) continuous or impulsive vibration values, measured at the most affected residence are no more than the preferred values for human exposure to vibration, specified in Table 2.2 of Assessing Vibration: a technical guideline (DEC, 2006), and</p> <p>(iv) intermittent vibration values measured at the most affected residence are no more than the preferred values for human exposure to vibration, specified in Table 2.4 of Assessing Vibration: a technical guideline (DEC, 2006); or</p> <p>(i) where negotiated agreements with directly affected residents and sensitive land uses have been reached.</p> <p>Note: Section 5.24(1)(e) of the EP&A Act requires that an EPL be substantially consistent with this approval.</p>	
E17	<p>On becoming aware of the need for emergency Work in accordance with Condition E16 (b), the Proponent must notify the ER, the Planning Secretary and the EPA of the reasons for such work. The Proponent must use best endeavours to notify all noise and/or vibration affected sensitive receivers of the likely impact and duration of those Works.</p>	<p>Section 5 Section 7</p>
E18	<p>An Out-of-Hours Work Protocol must be prepared to identify a process for the consideration, management and approval of Work outside the hours defined in Condition E14 and that is not subject to an EPL. The Protocol must be approved by the Planning Secretary before commencement of the Work. The Protocol must identify Work activities in terms of their risk of adverse impacts on sensitive receivers and include:</p>	<p>Section 5 Section 7</p>

Reference	Community & Stakeholder Engagement Obligations	CS Reference
	<p>(d) a process for the consideration of out-of-hours Work against the relevant noise management level (NML) and vibration criteria, including the determination of low, medium and high-risk activities;</p> <p>(e) a process for selecting and implementing mitigation measures for residual impacts in consultation with the community at each affected location, including respite periods consistent with the requirements of Condition E19 and Condition E20. The measures must take into account the predicted noise and vibration levels and the likely frequency and duration that sensitive receivers would be exposed to residual impacts, including the number of noise-awakening events;</p> <p>(f) procedures to facilitate the coordination of out-of-hours Work, including those approved by an EPL or undertaken by a third party, to ensure appropriate respite is provided;</p> <p>(g) an approval process that considers the risks, proposed mitigation, management and coordination of Work, including where -</p> <p>(i) the ER reviews all proposed out-of-hours Works and confirms their risk levels,</p> <p>(ii) low risk activities can be approved by the ER, and</p> <p>(iii) medium and high-risk activities are approved by the Planning Secretary; and</p> <p>(h) notification arrangements for affected receivers and the EPA for all approved out-of-hours Work and notification to the Planning Secretary of approved low risk out-of-hours Work.</p>	
E20	<p>Additional mitigation measures such as temporary alternative accommodation or other agreed mitigation measures, must be offered/ made available to residents affected by out-of-hours Work (including where utility works are being undertaken for the CSSI) where the construction noise levels, between:</p> <p>(a) 10:00 pm and 7:00 am, Monday to Friday;</p> <p>(b) 10:00 pm Saturday to 8:00 am Sunday; and</p> <p>(c) 6:00 pm Sunday and public holidays to 7:00 am the following day unless that day is Saturday then to 8:00 am, are predicted to exceed the NML by 25 dB(A) or are greater than 75 dBA (LAeq(15 min)), whichever is the lesser and the impact is planned to occur for more than two (2) nights over a seven (7) day rolling period.</p> <p>The NML must be reduced by 5 dB where the noise contains annoying characteristics and increased by 10 dB if the property has received at-property noise treatment. The noise levels and duration requirements identified in this condition may be changed through an EPL applying to the CSSI.</p>	Section 5
E21	<p>All Work undertaken for the delivery of the CSSI, including those undertaken by third parties (such as utility relocations), must be coordinated to ensure respite periods are provided. The Proponent must:</p> <p>(a) reschedule any Work to provide respite to impacted residential receivers so that the respite is achieved in accordance with Conditions E19 and E20; or</p>	Section 5

Reference	Community & Stakeholder Engagement Obligations	CS Reference
	(b) consider the provision of alternative respite or mitigation to impacted noise sensitive receivers; and (c) provide documentary evidence to the ER in support of any decision made by the Proponent in relation to respite or mitigation.	
E22	Noise and vibration generating Work in the vicinity of potentially-affected community, religious, educational institutions and noise and vibration-sensitive businesses and critical working areas (such as flight simulators, theatres, laboratories and operating theatres) resulting in noise levels above the NMLs or vibration levels above the relevant criteria must not be timetabled within sensitive periods, unless other reasonable arrangements with the affected institutions are made at no cost to the affected institution.	Section 5
E26	Owners and occupiers of properties at risk of exceeding the screening criteria for cosmetic damage must be notified before Work that generates vibration commences in the vicinity of those properties. If the potential exceedance is to occur more than once or extend over a period of 24 hours, owners and occupiers are to be provided a schedule of potential exceedances on a monthly basis for the duration of the potential exceedances, unless otherwise agreed by the owner and occupier. These properties must be identified and considered in the Noise and Vibration CEMP Sub-plan .	Section 5
E34	Landowners or residences that are eligible for consideration of at-property treatments must be provided with a copy of all guidelines and procedures that will be used to determine at-property treatment at their residence.	Section 9
E38	The Proponent must identify the utilities and services (hereafter "services") potentially affected by Work to determine requirements for diversion, protection and/or support. Alterations to services must be determined by negotiation between the Proponent and the service providers. The Proponent in consultation with service providers must ensure that disruption to services resulting from the Work are avoided where possible and where unavoidable customers are advised in accordance with the Communication Strategy required under Condition B1 .	Section 5 Section 7
E39	The Proponent must offer pre-construction surveys to the owners of surface and sub-surface structures and other relevant assets identified at risk of damage from vibration. Where the offer is accepted, the survey must be undertaken by a suitably qualified and experienced engineer prior to the commencement of vibration-generating works that could impact on the structure. The results of each survey must be documented in a Pre-construction Condition Survey Report and the report must be provided to the owner of the structure or other relevant asset for review one month prior to the commencement of potentially impacting works.	Section 9.4

Reference	Community & Stakeholder Engagement Obligations	CS Reference
E42	A temporary off-leash dog exercise facility with the same functionality as the existing dog park, must be maintained within Tempe Reserve in consultation with Inner West Council to offset the loss of the existing Tempe Lands dog park. The dog park must be provided prior to the closure of the existing dog park and remain functional until such time that a permanent dog park is provided within Tempe Lands. Access to the temporary park must be maintained throughout the construction period.	Section 5
E53	<p>All requests to the Planning Secretary for the approval of spoil haulage and concrete delivery vehicles to use local roads must include:</p> <ul style="list-style-type: none"> (a) a swept path analysis; (b) demonstrate that the use of local roads will not compromise the safety of pedestrians and cyclists and have minimal amenity impacts on residents residing along the local road(s); (c) provide details as to the date of completion of the road dilapidation surveys for the subject local roads; and (d) describe the measures that will be implemented to avoid where practicable the use of local roads past schools, aged care facilities and childcare facilities during their peak times of operation. 	Section 5
E57	<p>A Construction Parking and Access Strategy must be prepared to identify and mitigate impacts resulting from on- and off-street parking changes during construction. The CS must include, but not necessarily be limited to:</p> <ul style="list-style-type: none"> (a) confirmation and timing of the removal of on- and off-street parking associated with construction; (b) parking accumulation surveys (consistent with Austroads requirements) of parking spaces to be removed to determine current demand during peak, off-peak and weekend periods; (c) consultation with relevant councils, affected stakeholders, including property occupants with driveway access, utilising existing on- and off-street parking stock which will be impacted as a result of construction; (d) assessment of the impacts of changes to on- and off-street parking stock taking into consideration outcomes of consultation with affected stakeholders; (e) identification of mitigation measures to manage impacts to stakeholders as a result of on and off-street parking changes including, but not necessarily limited to, staged removal and replacement of parking and provision of alternative parking arrangements; (f) strategies to address shortfalls in car parking spaces at individual construction ancillary facilities and disincentivising construction personnel from parking at Tempe Recreation Reserve and on the street near work sites, including managed staff parking arrangements and working with relevant 	Section 5

Reference	Community & Stakeholder Engagement Obligations	CS Reference
	<p>council(s) to introduce parking restrictions;</p> <p>(g) measures to encourage workers to use alternate transport arrangements, such as public transport;</p> <p>(h) details of shuttle bus service(s) to transport workers to construction sites from public transport hubs and off-site car parking facilities (where these are provided) and between construction sites;</p> <p>(i) mechanisms for monitoring, over appropriate intervals, to determine the effectiveness of implemented mitigation measures;</p> <p>(j) provision of contingency measures should the results of mitigation monitoring indicate implemented measures are ineffective; and</p> <p>(k) provision of reporting of monitoring results to the Planning Secretary and relevant council(s) at three (3) monthly intervals.</p> <p>The Construction Parking and Access Strategy must be approved by the Planning Secretary prior to the commencement of any Work that impacts on-street parking. The approved Strategy must be implemented before impacting on on-street parking.</p>	
E58	<p>During construction, all reasonably practicable measures must be implemented to maintain pedestrian and vehicular access to, and parking in the vicinity of, businesses and affected properties. Disruptions are to be avoided, and where avoidance is not possible, minimised. Where disruption cannot be minimised, alternative pedestrian and vehicular access, and parking arrangements must be developed in consultation with affected businesses and implemented before the disruption. Adequate signage and directions to businesses must be provided before, and for the duration of, any disruption.</p>	Section 5
E61	<p>Safe pedestrian and cyclist access must be maintained around work sites during construction. In circumstances where pedestrian and cyclist access is restricted or removed due to construction activities, an alternate route which is consistent with the <i>Guide to Road Design Part 6A: Paths for Walking and Cycling</i> (Austroads, 2017) must be provided and signposted unless otherwise agreed by the Planning Secretary.</p>	Section 5
E62	<p>Prior to the closure of the Airport Drive active transport link (along Alexandra Canal) the Proponent must provide an alternate path within the construction footprint. This path is not required if the active transport link on the western side of Alexandra Canal is used.</p>	Section 5
E65	<p>The CSSI must be constructed and operated with the objective of minimising light spillage to surrounding properties and potential distraction for pilots. All lighting associated with the construction and operation of the CSSI must be consistent with the requirements of <i>ASINZS 4282:2019 Control of the obtrusive effects of outdoor lighting</i>, relevant Australian Standards in the series <i>ASINZS 1158 -</i></p>	Section 5

Reference	Community & Stakeholder Engagement Obligations	CS Reference
	<p><i>Lighting for Roads and Public Spaces</i> and <i>NASF Guideline E: Managing the Risk of Distractions to Pilots from Lighting in the Vicinity of Airports</i>. Additionally, the Proponent must provide mitigation measures to manage any residual night lighting impacts to protect properties adjoining or adjacent to the CSSI, in consultation with affected landowners.</p>	
E66	<p>The place making, design and landscape outcomes of the CSSI must be informed by and be consistent with the Urban Design and Place Making Concept (Chapter 6 Sydney Gateway Road Project - Technical Working Paper 13 and as amended by Appendix A of the Response to Submissions Report), including but not limited to the objectives and design principles, approaches, recommendations and consultations.</p>	Section 9.3
E70	<p>Active transport facilities must be designed, constructed and/or rectified in accordance with the <i>Guide to Road Design Part 6A: Paths for Walking and Cycling</i> (Austroads, 2017) and relevant Australian Standards (AS) such as <i>AS 1428.1-2009 Design for access and mobility</i>. The active transport links must also incorporate relevant Crime Prevention Through Environmental Design (CPTED) principles and comply with the relevant <i>National Airports Safeguarding Framework</i> (NASF) Guidelines (Department of Infrastructure, Transport, Regional Development and Communications, 2019).</p>	Section 5
E75	<p>A Place, Design and Landscape Plan (PDLP) must be prepared to inform the final design of the CSSI and to give effect to the outcomes informed by Condition E66 and design review.</p>	Section 9.3
E84	<p>A Landscape Strategy Report must be submitted to the Planning Secretary which details the type, size, number and location of replacement trees. The report must demonstrate how any replacement plantings are consistent with the requirements of Condition E83. The report must be submitted to the Planning Secretary for information no later than nine months following the commencement of operation.</p>	Section 9.3
E85	<p>The Proponent must consult with local community restoration/rehabilitation groups, Landcare groups, EESG, Sydney Water, and relevant councils prior to removing any native trees not to be reused by the CSSI, to determine if there is an interest for the reuse of suitable timber and root balls in habitat enhancement and rehabilitation work. If there is an interest, native trees that are removed for the construction of the CSSI and that are greater than 25-30 centimetres in diameter and three metres in length are to be salvaged and provided to the group(s) and/or relevant councils or agencies referred to in this condition as agreed.</p>	Section 9.3

Reference	Community & Stakeholder Engagement Obligations	CS Reference
NV1	An operational noise mitigation strategy will be developed and implemented as part of the design, including investigating the need for low noise pavements, noise barriers and at-property mitigation.	Section 5
NV2	Investigate reasonable and feasible options to reduce the propagation of noise from ground-based airport activities following removal of buildings as part of the project. This will include options to retain screening provided by existing buildings.	Section 5
NV3	Operational noise and vibration mitigation measures will be identified during detailed design. Requirements for at-property noise treatments in properties identified as 'eligible' in the noise and vibration assessment will be reviewed. The implementation of treatments will be undertaken in accordance with the At- Receiver Noise Treatment Guideline (Roads and Maritime, 2017b).	Section 5
NV4	Reasonable and feasible noise mitigation for receivers affected by operational noise from both the Botany Rail Duplication and the Sydney Gateway road project would be considered in consultation with ARTC.	Section 5
AS1	The road infrastructure and final landforms (including the emplacement mounds) will be reviewed and refined during detailed design to: <ul style="list-style-type: none"> • Maximise open space and community use opportunities 	Section 5
LU1	The design will continue to be refined to minimise land requirements and potential impacts on existing land uses and properties as far as possible. Consultation with landholders will be ongoing to identify opportunities to minimise impacts on onsite operations where practicable.	Section 5
SE3 (SE1)	Transport will continue to consult with Inner West Council to ensure: <ul style="list-style-type: none"> • Impacts on open space and recreational facilities in Tempe Lands will be offset • Consistency between the project's urban design and landscape plan and Council's master plan for Tempe Lands. 	Section 3 Section 5
SE2	Temporary and operational active transport links will be designed in accordance with crime prevention through environmental design principles.	Section 5
TT3	The communications strategy (measure SE3) will include a mechanism to inform the community of the dates and durations of specific phases within the project, including information about specific lane and road closures and the times of day and night when works will be carried out.	Section 5

Reference	Community & Stakeholder Engagement Obligations	CS Reference
TT8	A mechanism will be provided for the community to report incidents and delays, such as a project phone number. The contact mechanism will be communicated in accordance with the project's communication strategy (measure SE3).	Section 7
TT11	Access to properties, including residences, businesses and community infrastructure, will be maintained. Where disruption to access cannot be avoided, consultation will be undertaken with the owners and occupants of affected properties, to confirm their access requirements and to determine alternative arrangements.	Section 5
TT12	Safe pedestrian and cyclist access will be maintained around or through work areas. Where disruption to access cannot be avoided, alternative routes that comply with relevant accessibility standards and guidelines will be provided, signposted and communicated.	Section 5
TT14	<p>Impacts on bus stops and passengers</p> <p>Where required, changes to existing bus stops and/or changes to bus service patterns will be undertaken in accordance with the following requirements:</p> <ul style="list-style-type: none"> • Changes will be designed and implemented in consultation with Transport for NSW and bus operators <p>The community will be informed in advance of changes.</p>	Section 5
TT16	<p>Cumulative construction traffic impacts</p> <p>The potential for cumulative construction traffic impacts will be reviewed and coordinated with other projects, in consultation with the Airport Precinct Infrastructure Coordination Operations Group and the Traffic and Transport Liaison Group. The review will include:</p> <ul style="list-style-type: none"> • Considering other projects with the potential to affect access and capacity, particularly in the vicinity of Terminals 2/3 • Detailed reviews of programs for traffic staging, lane and road closures for all projects <p>Coordinating works and identifying efficient re-routing options during periods of road and lane closures.</p>	Section 5
NV11 (NV14)	<p>Potential impacts on buildings and structures</p> <p>Building condition surveys will be completed before and after construction works where buildings or structures are within the minimum vibration working distances for cosmetic damage.</p>	Section 9.4

Reference	Community & Stakeholder Engagement Obligations	CS Reference
NV13 (NV15)	<p>Cumulative noise and vibration impacts</p> <p>The likelihood of cumulative and consecutive construction noise impacts, particularly when undertaken outside standard construction hours, will be reviewed prior to construction and coordinated with other nearby projects to minimise impacts, where possible.</p>	Section 5
SE1(SE3)	<p>Potential social and community impacts during construction</p> <p>A communications strategy will be prepared to detail the process of communicating and engaging with the community and stakeholders in the lead up to, and during, construction. It will ensure that:</p> <ul style="list-style-type: none"> • The community and stakeholders have a high level of awareness and forewarning of all processes and activities • Accurate and accessible information is made available • A timely response is given to issues and concerns raised by the community • Feedback from the community is encouraged • Opportunities for input are provided. • In relation to the potential for socio-economic impacts, the CS will include: • Communication with potentially affected residents, other community members, businesses and other key stakeholders to provide information about the project, and the likely nature, extent and duration of amenity and access changes during construction • Protocols to identify and engage with vulnerable persons that might be affected by construction <p>Protocols for communicating information about potential access delays in and around Sydney Airport and other relevant project information.</p>	Section 3 Section 5
SE2(SE4)	<p>Potential impacts on businesses</p> <p>Business management plans will be prepared and implemented for businesses affected by the project. The plans will be developed on a case-by-case basis and will detail specific measures, developed in consultation with the business operator. These will include:</p> <p>Protocols to identify, in consultation with each affected business, feasible and reasonable measures to maintain vehicular and pedestrian access during business hours, and visibility of the business to potential customers during construction, including alternative arrangements for times when access and visibility cannot be maintained</p>	Section 9.5

Reference	Community & Stakeholder Engagement Obligations	CS Reference
	Measures to respond to identified impacts as far as possible.	
SE6	<p>Impacts on community facilities and infrastructure</p> <p>Access to community facilities and infrastructure will be maintained during construction. Where alternative access arrangements need to be made, these will be developed in consultation with relevant service providers and communicated to users.</p> <p>Any changes to access arrangements will be managed in accordance with the Construction Traffic and Access Management Plan.</p>	Section 5

Appendix B - Complaints escalation and mediation procedure

1. Introduction

This Complaints Escalation and Mediation Procedure has been prepared for the Sydney Gateway Road Project. It describes the approach JHSWJV will adopt for resolving issues and mediating disputes that may arise in relation to environmental management and delivery of the project. It is part of the Communication Strategy.

This Complaints Escalation and Mediation Procedure must be submitted to the Secretary for the approval as part of the Communication Strategy and must be approved prior to the commencement of work.

2. Purpose

The purpose of this procedure is to address the requirements of Condition of Approval B2 (g) (iii) – to resolve issues and mediate any disputes.

The procedure outlines:

- The circumstances when complaints, feedback or enquiries would be managed in accordance with this procedure.
- The process for escalation internally (within JHSWJV) and externally within Transport and the Environmental Representative (ER).
- The process for mediation; and
- When the Community Advocate would be asked to review the case and make a recommendation.

3. Scope

This Complaints Escalation and Mediation Procedure applies to all complaints, enquiries and feedback received by the project, where an issue has not been resolved or a dispute has arisen in relation to environmental management and the delivery of the project. It will be implemented for the duration of project works and for a minimum of 12 months following the completion of construction.

For the purposes of this procedure complaints, enquiries and feedback raised are collectively referred to as complaints, and stakeholders and community members are collectively referred to as stakeholders.

4. Escalation and Mediation Procedure

JHSWJV will endeavour to achieve prompt resolution of matters with fairness, care and understanding.

The JHSWJV Community and Stakeholder Engagement Manager and the relevant JHSWJV Work Director or Manager, in the first instance, will seek to resolve issues and / or disputes raised with the stakeholder. There may be instances where a complaint cannot be resolved by the Community Relations Officer to the satisfaction of the stakeholder or community member.

An issue is classified as "not resolved" when the stakeholder or community member does not agree with the response, if they question the validity of the response or if they are dissatisfied with the response provided. This may include:

- Where a stakeholder or community member is not satisfied with the response to a complaint, feedback or an enquiry,

- Where a stakeholder or community member is not satisfied with how the complaint, feedback or enquiry was managed,
- Where there is a failure to reach satisfactory resolution of a complaint, feedback or enquiry, or
- Any disputes that may arise in relation to environmental management and / or the delivery of the project, including disputes regarding rectification or compensation.

This dissatisfaction, lack of resolution and / or dispute may be communicated to the Community Relations Officer via the community information line, project email address, in person or via a third party, e.g. Transport or Council.

Where an issue is "not resolved" it would be managed via this Complaints Escalation and Mediation Procedure.

4.1 Escalation process tools

A number of tasks and activities will be used throughout the Escalation Process as identified in Section 4.2. To minimise repetition, these tools have been identified and summarised below. The relevant tools will be used, and not all tools will be used at each step.

The tasks and activities involve:

4.1.1 Review of evidence

A review of any evidence (from the initial investigation and any subsequent re-investigations undertaken as part of this Escalation Process) which the response(s) were based on, e.g. heavy vehicle GPS records, monitoring results, design drawings, shift diary entries.

4.1.2 Review of complaint

- Make contact with the stakeholder or community member via a phone call or email to confirm their position and why they were dissatisfied with previous response(s).
- Consider any new information from either the stakeholder or community member or construction team.

4.1.3 Confirmation of JHSWJV scope

- Re-confirmation that the complaint / enquiry / feedback is the result of JHSWJV works and / or is within JHSWJV's scope and the Minister's Conditions of Approval.
- Where the stakeholder or community member has requested additional action be taken or a change be made and this was previously refused, the re-investigation will reconfirm that the additional action / change cannot occur, e.g. change to design or construction methodology.

4.1.4 Review internal processes

- Confirmation that AS/NZS 10002:2014 Guidelines for Complaint management in Organisations has been implemented.
- Confirmation that processes within this procedure and the Communication Strategy have been implemented.

4.1.5 Response to stakeholder or community member

Within five (5) business days or a timeframe agreed by the stakeholder or community member and JHSWJV, a response to the complainant will be provided (by the relevant role to whom the complaint has been escalated, or delegate) based on the findings of the current Escalation Process Step. The response will include details of the facts gathered and any action(s) taken (e.g. changes to work methods, equipment, onsite controls or work times).

4.2 Escalation Process

The Community Relations Officer and the relevant JHSWJV Project Manager, in the first instance, will seek to resolve issues and / or disputes raised with the stakeholder. When an issue is not resolved this would be escalated, as outlined in Steps 1 to 4 below.

The Community Stakeholder and Engagement Manager may elect to expedite/surpass step(s) in the Escalation Process, depending on the nature of the complaint, for example:

- Complaints related to an impediment to someone's physical or mental health
- Complaints / responses are beyond the authority of the nominated person/role relevant to the subsequent escalation step(s), and
- Complaints / responses are beyond the scope of JHSWJV.

Escalation Process Step 1	
Escalate to:	JHSWJV Community and Stakeholder Engagement Manager and the appropriate Work Director or Manager level, as relevant to the complaint: <ul style="list-style-type: none"> • Environmental Manager • Construction Manager • Project Manager, etc.
Escalation timeframe:	Within three (3) business days
Escalation Process and tools	The Community Relations Manager and Work Director will review the complaint provided by the stakeholder or community member and the response/s provided by the Community Relations Officer, via Consultation Manager entries. During this review, the complaint will be re-investigated, including tools: <ul style="list-style-type: none"> • A – review of evidence • Bi – review of complaint (contact with stakeholder or community member) • Bii – review of complaint (any new information) • Ci – confirmation of JHSWJV scope (general) • Cii – confirmation of JHSWJV scope (specific actions) • Di – review internal processes (AS/NZS) • Dii – review internal processes (Communication Strategy) • E – response to stakeholder or community member.

If not resolved, then progress to Escalation Process Step 2.

Escalation Process Step 2	
Escalate to:	JHSWJV Project Director or relevant Manager
Escalation timeframe:	Within three (3) business days
Escalation Process and tools	<p>The Project Director (or delegate) will review the complaint provided by the stakeholder or community member and the response/s provided by JHSWJV, via Consultation Manager entries.</p> <p>During this review, the complaint will be re-investigated, including tools:</p> <ul style="list-style-type: none"> • A – review of evidence • Bi – review of complaint (contact with stakeholder or community member) • Bii – review of complaint (any new information) • Cii – confirmation of JHSWJV scope (specific actions) • E – response to stakeholder or community member.

If not resolved, then progress to Escalation Process Step 3.

Escalation Process Step 3	
Escalate to:	Transport Senior Communications and Stakeholder Engagement Manager
Escalation timeframe:	Within three (3) business days
Escalation Process and tools	<p>The Transport CEM will review the complaint provided by the stakeholder and the response/s provided by JHSWJV, via Consultation Manager entries.</p> <p>During this review, the complaint will be re-investigated, including tools:</p> <ul style="list-style-type: none"> • A – review of evidence • Bi – review of complaint (contact with stakeholder or community member) • Bii – review of complaint (any new information) • Ci – confirmation of JHSWJV scope (general) • Di – review internal processes (AS/NZS) • Dii – review internal processes (Communication Strategy) • E – response to stakeholder or community member.

If not resolved, then progress to Escalation Process Step 4.

Escalation Process Step 4	
Escalate to:	JHSWJV Project Director and Transport Project Director
Escalation timeframe:	Within three (3) business days
Escalation Process and tools	<p>The JHSWJV Project Director and Transport Project Director will review a summary of the complaint provided by the stakeholder or community member, re-investigations completed by both JHSWJV and Transport, and the response/s provided by JHSWJV and Transport.</p>

Escalation Process Step 4

During this review, the complaint will be re-investigated, including tools:

- Cii – confirmation of JHSWJV scope (specific actions)
- E – response to stakeholder or community member

Items of note regarding the Escalation Process:

- Escalation within JHSWJV would occur either informally, at meetings or through email
- Escalation with the Transport Senior Communications and Stakeholder Engagement Manager would occur formally through TeamBinder and at regular meetings between JHSWJV and Transport representatives.
- Escalation with the Environmental Representative and the Community Advocate would occur formally through TeamBinder.
- Escalation will occur in the circumstances identified above or at the request of the stakeholder or community member. In both instances the stakeholder / community member will be advised the issue has been escalated and the person or organisation that it has been escalated to.

In addition to the above, the Environmental Representative may also be requested by the Department of Planning, Industry and Environment to assist the Department in the resolution of community complaints in accordance with Condition of Approval A24 (g).

In accordance with Condition of Approval B8, any community member that has lodged a complaint which is registered in the Complaints Management System (Section 8 of the Communication Strategy) may ask the Environmental Representative in writing to review the response.

Where the Escalation Process has failed to resolve the complaint to the satisfaction of the complainant, it would be appropriate for the complaint to be referred to the Community Advocate should the complainant wish to do so.

4.3 JHSWJV Mediation

At any time to during the escalation process an offer to mediate with the stakeholder or community member may occur seeking to resolve an ongoing dispute. The mediation process would be led by the Environmental Representative and/or the Community Advocate with input from JHSWJV Transport Senior Communications and Stakeholder Engagement Manager.

The mediation would be:

- Undertaken at a location agreed by all parties.
- Would review the escalation process to refine and set the objectives for mediation meeting(s).
- Have a set number of meetings determined by JHSWJV in consultation with the stakeholder or community member.
- Would involve the Environmental Representative, JHSWJV Managers / Directors, as relevant to the issues being considered.
- Would be appropriately documented.
- Have the aim reaching an agreed outcome.

Appendix C - Terms and abbreviations

Term/Abbreviation	Definition
ABS	Australian Bureau of Statistics
AQMP	Air Quality Management Plan
AR	Augmented Reality
AS	Australian Standards
CA	Community Advocate
CS	Communication Strategy
CEMP	Construction Environment Management Plan
CIC	Community Information Centre
CJM	Customer Journey Management (previously TMC)
CJP	Customer Journey Planning (previously SCO)
CM	Consultation Manager
CoA	Conditions of Approval for SSI-9737
CPTED	Crime Prevention Through Environmental Design
CRC	Community Relations Coordinator
CRO	Community Relations Officer
CRT	Community Relations Team
CSEM	Community and Stakeholder Engagement Manager
CSSI	Critical State Significant Infrastructure
D&C	Design and Construction
DPIE	Department of Planning Industry and Environment
EIS	Sydney Gateway Road Project Environmental Impact Statement
EPA	Environment Protection Authority
EPL	Environment Protection Licence
ER	Environmental Representative
IAP2	International Association for Public Participation
ISCA	Infrastructure Sustainability Council of Australia
JHSWJV	John Holland Seymour Whyte Joint Venture
LGA	Local Government Area
MDP	Major Development Plan
MO	Minister's Office
NASF	National Airports Safeguarding Framework
NML	Noise Management Level
O&M	Operations and Maintenance
OEH	Office of Environment and Heritage
OOHW	Out of Hours Works

Term/Abbreviation	Definition
PDLP	Place, Design and Landscape Plan
RFT	Request for Tender
SCO	Sydney Coordination Office
SWTC	Sydney Gateway Road Project Scope of Works and Technical Criteria
TCG	Traffic Coordination Group
The Project	Sydney Gateway Road Project
TMC	Transport Management Centre
TMP	Traffic Management Plan
Transport	Transport for NSW
TSMP	Traffic and Safety Management Plan
TTLG	Traffic and Transport Liaison Group
UDLP	Urban Design and Landscape Plan
VMS	Variable Message Sign
WCAG	Web Content Accessibility Guidelines